

Appendix F: Component Priority System/Initiative Tables

This appendix consists of a series of tables that provide additional detail on Component transformation. A brief description and a sample of each table follows:

Table Fx-1: (Component name) Business Transformation Goals

This table provides a summary listing of the Component's transformational goals.

Number	Goals
1	Employ business process change to create more effective operations at reduced costs

Table Fx-2: (Component name) Business Transformation Priorities

This table indicates the Component's transformational priorities.

Number	Priorities
AF3	Focus on real-time command & control, decision support & predictive analysis

Table Fx-3: (Component name) Systems/Initiatives Transformation Summary

This table summarizes the Component transformational systems and initiatives, the goals or priorities that they support, and the Business Capabilities that they provide.

System/Initiative	Supported Goals/Priorities	Business Capabilities Provided
Automated Civil Engineer System (ACES)	AF1, AF2, AF3, RPA	<ul style="list-style-type: none"> Resource tracking and decision information for seven civil engineering specializations: Operations, Engineering, Housing, Resources, Readiness, Explosive Ordnance Disposal (EOD), and Fire

Table Fx-4: (Component name) Priorities with Targeted Outcomes, Milestones, and Metrics

This table contains the targeted outcomes and milestones of the Component priorities, and lists the performance metrics that have been identified to measure progress against the outcomes.

Priority	Targeted Outcomes	Milestones	Performance Metrics
DLA1 Customers: Provide responsive, integrated best value supplies and services consistently to our customers	Improve customer satisfaction through effective customer relationship management	CRM <ul style="list-style-type: none"> Milestone C Q2FY06 IOC Q2FY06 P3I <ul style="list-style-type: none"> Formalize Initiatives Q2FY06 	Improve to 90% satisfaction

Table Fx-5: Other (Component name) Systems and Initiatives of Interest

This table provides a list of other systems and initiatives that are important to the Component's mission but not necessarily considered transformational, some of which may require IRB certification.

System Name	Acronym	Description/Purpose	Comment	Category
Enterprise Human Resources System	eHRS	Provides integration of systems with functionality not covered under the Defense Integrated Military Human Resources System (DIMHRS) initiative.	Integrates Human Resources Management (HRM) applications	Tier 2

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Department of the Army Transformation Plan Tables

The Army is responsible for providing the necessary forces and capabilities to the Combatant Commanders in support of the National Security and Defense Strategies. To accomplish its many missions the Army is transforming from a force designed for contingency operations in the post–Cold War era to a force designed for continuous operations in a new era that presents risks in the form of asymmetric and traditional, potentially catastrophic risks to the nation.

The Army's business transformation goals are derived from the four key elements of the Transformation Strategy: Relevant and Ready Landpower to Support the Combatant Commander; Training and Equipping Soldiers to Serve as Warriors Led by Adaptive Leaders; Attaining a Quality of Life and Well-being for Soldiers and their Families that Matches the Quality of their Service; and Providing an Infrastructure and Support to Enable the Force to fulfill its Strategic Roles and Missions.

The Army's business transformation goals, which are also components of the annual Army Campaign Plan (ACP) and the Army Posture Statement (APS), are listed in Table F1-1.

Table F1-1: Army Business Transformation Goals / Priorities

Number	Goals / Priorities
Army1	Improve Processes: Manning, Readiness, and Well-Being of the Force
Army2	Improve Business Practices/Processes: Paying the Force and Financial Accountability
Army3	Improve Processes to rapidly Equip the Force
Army4	Sustain the Force: Enhance Joint Logistics/Focused Logistics
Army5	Improve Capability for Stability Operations.

Table F1-2: Army Systems/Initiatives Transformation Summary

System/Initiative	Supported Goals/Priorities	Business Capabilities Provided
Distributed Learning System (DLS)	Army1	<ul style="list-style-type: none"> Field and sustain Digital Training Facilities Field and sustain the Army Learning Management System Field and sustain the Deployed Digital Training Campus
Electronic Military Personnel Office (eMILPO)	Army1	<ul style="list-style-type: none"> Provide flow of timely, accurate, accessible, and secure information management Provide, through a web-enabled application accessed via the Army Knowledge Online (AKO) portal a reliable, timely, and efficient mechanism for performing personnel actions and strength accounting
MEPCOM Integrated Resource System (MIRS)	Army1	<ul style="list-style-type: none"> Provide flow of timely accurate, accessible, and secure information management Reliable, timely, and efficient force strength accountability Automates the business processes of processing new service members into the Armed Forces by managing aptitude tests, medical examinations, and administrative matters.
General Fund Enterprise Business System (GFEBS)	Army2	<ul style="list-style-type: none"> Integrated financial management; General integration; Joint Financial Management Improvement Program (JFMIP) certification.

System/Initiative	Supported Goals/Priorities	Business Capabilities Provided
PPBE Business Operating System (PPBE-BOS)	Army2	<ul style="list-style-type: none"> • Integrate customer business processes • Automate legacy paper processes, eliminate duplicate data feeds • Integrate information processes, share edits and data among processes, integrate best businesses practices from stovepipe business systems, reduce administration and coordination burdens, and manage change and configuration for the Army PPBES
Program, Planning, Budgeting and Execution Business Intelligence/Data Warehouse (PPBE BI/DW)	Army2	<ul style="list-style-type: none"> • Combine financial and non-financial management and operational data that will enable over 10,000 users to make decisions from aggregated dollar, manpower, and equipment data
Future Combat System Advanced Collaborative Environment (FCS-ACE)	Army3	<ul style="list-style-type: none"> • Plan and Direct Acquisition • Formulate Acquisition Effort • Manage Science and Technology Program • Manage Program • Conduct Systems Engineering • Conduct Financial Management • Conduct Procurement and Contract Management • Perform Acquisition Logistics • Manufacture and Produce System • Conduct Test and Evaluation
Future Business System (FBS)	Army3	<ul style="list-style-type: none"> • Plan and Direct Acquisition • Formulate Acquisition Effort • Manage S&T Program • Manage Program • Conduct Systems Engineering • Conduct Financial Management • Conduct Procurement and Contract Management • Perform Acquisition Logistics • Manufacture and Produce System • Conduct Test and Evaluation
Global Combat Support System-Army (GCSS-A)	Army4	<ul style="list-style-type: none"> • Implement the field Enterprise Resource Planning (ERP) component of a Single Army Logistics Enterprise (SALE) to execute end-to-end logistics and integrate/interface with applicable C2 and Joint systems • Provide the Army's Combat Support/Combat Service Support (CS/CSS) warfighter with a seamless flow of timely, accurate, accessible and secure information management that gives combat forces a decisive edge • Implement best business practices to streamline supply, accountability, maintenance, distribution and reporting procedures in support of the future force transition path of the Army Campaign Plan
Logistics Modernization Program (LMP)	Army4	<ul style="list-style-type: none"> • Provides an integrated logistics management capability that enables total asset visibility, enhanced decision support capability

System/Initiative	Supported Goals/Priorities	Business Capabilities Provided
Transportation Coordinators' Automated Information for Movements System II (TC-AIMS II)	Army4	<ul style="list-style-type: none"> • Modernizes and streamlines DoD movement processes • Integrates the functionality of selected, existing service-unique transportation legacy systems into a single Automated Information System (AIS) migration system consisting of a scaleable, deployable, distributed system environment, compliant with the Joint Technical Architecture (JTA) • Business process improvement mandated by the Office of the Secretary of Defense (Comptroller) to mitigate the financial problems the Army has experienced with granting excess credit through its current supply practices
Army Contracting Business Intelligence System (ACBIS)	Army3	<ul style="list-style-type: none"> • Secure web-based technology to collect contract data and information from receipt of requirements to contract closeout. • Assesses data necessary to analyze contract workload, budget and personnel trends to include benchmarking and activities performance to provide insight into Army contracting activities to improve processes and reduce operating and purchasing costs
Acquisition Information Management (AIM)	Army3	<ul style="list-style-type: none"> • Report and share acquisition related Program Management, Financial Management, Procurement and Contracting, and Acquisition Logistics data
Science & Technology Enterprise Management (STEM)	Army3	<ul style="list-style-type: none"> • Allow Army scientists and engineers stationed throughout the world to work together on designing, developing, testing, procuring, producing, and sustaining systems of systems
Virtual InSight (VIS)	Army3	<ul style="list-style-type: none"> • Provide an authoritative source of documentation and facilitate virtual milestone documentation development • Improve the ACAT I Milestone Decision Review process • Reduce the amount of necessary TDY travel associated with this effort.
ATEC Versatile Information System Integrated Online Nationwide (VISION)	Army3	<ul style="list-style-type: none"> • Provides integrated telemetry and data repository environment to support test event documentation and decisions • Establishes a networked common repository for test data and documentation

Table F1-3: Army Priorities with Targeted Outcomes, Milestones, and Metrics

Priority	Targeted Outcomes	Milestones	Performance Metrics
Army1 Improve Processes: Manning, Readiness, and Well-Being of the Force	Standardized training and training management across the Army	DLS • Increment 1 - Digital Training Facilities	274 Digital Training Facilities (Objective) Note – Base Realignment and Closure (BRAC) will impact
		• Increment 2 - Subsume Increment 1 with Updated Digital Training Facilities and DLS Enterprise Management FOC – Q4FY05	Distributed Learning Courseware available in ALMS Catalog Users report ease of use, saved time, and increased accuracy
		• Increment 3 - Army Learning Management System (ALMS) FOC – Q1FY07	Increased training throughput at home station and where deployed Duplicate and local legacy systems retired Reduced training backlog
		• Increment 4 - Deployed Digital Training Campus ○ Contract Award Q3FY06 ○ Milestone C – Q1FY07 ○ IOC – Q3FY07 ○ FOC – Q4FY10	Army personnel complete IT, business and language training
	Seamless flow of timely, accurate, accessible, and secure information management	eMILPO • Release version 4.1 through 5.0 in Q1FY06 • Field acceptance testing for Service Members Group Life (SGLI) Q4FY06 • Field acceptance testing for Publications and Vital Records (PAVR) Phase 1 Q4FY06	Ease of use, saved time, and increased accuracy
	Reliable, timely, and efficient force strength accountability	MIRS • Improve accessions processing system modifications with MIRS to automate the entire business process Q1FY07 • Increment 1 Top-of-System Interface Process (TOSIP) FOC Q1FY07	Improved Testing Capabilities
	Improve accession processing by establishing a paperless environment for storing documents that result from USMEPCOM functions and capabilities		

Priority	Targeted Outcomes	Milestones	Performance Metrics
Army1 Improve Processes: Manning, Readiness, and Well-Being of the Force (Continued)	Automate the examination and qualification processing of applicants by capturing medical pre-screen and medical history data	MIRS • Increment 2 E-Medical FOC Q1FY07	Improved Medical data collection capabilities
	Administering a physical exam and screening test and recording results and applicant qualifications for profile.	• Increment 4 E- Records FOC Q1FY07	Better Record keeping and ease of access
	Reduce fraudulent enlistment in the Armed Forces, eliminate Armed Services Vocational Aptitude Battery (ASVAB) test “Ringers” and the need for confirmation testing, provide positive identification of applicants throughout the qualification process, and provide a biometric electronic signature capability.	• Increment 3 E- Security FOC Q1FY07	Elimination of fraudulent application problems

Priority	Targeted Outcomes	Milestones	Performance Metrics
Army2 Improve Business Practices/Process: Paying the Force and Financial Accountability	Seamless flow of timely accurate, accessible, and secure information management	GFEBS • Post Milestone C Q3FY08	General Fund Enterprise Business System (GFEBS) will increase percentage by 90%-95%
	Total asset visibility, enhanced decision support capability, collaborative planning environment	• Systems interfaces with the Standard Rate & Data Service (SRDS) and use Standard Financial Information Structure (SFIS) compliant data structure Q4FY09	Improve business processes eliminating duplicate data feeds
	Single Automated Information System (AIS) migration system. GFEBS is the Core System	• Milestone B Q2FY07 • Milestone C Q3FY08	GFEBS will eliminate numerous redundant financial systems and will become the system of record for the Army's financial transactions
	General Funds Integration, Joint Financial Management Improvement Program (JFMIP) Certification		Compliant with Federal Financial Management Improvement Act (FFMIA), Business Enterprise Architecture (BEA), Chief Financial Officer (CFO) and JFMIP; Of the applicable requirements, meet 100% based on Army Audit Agency (AAA) audits
	Facilitate execution and operation of installation level functional business processes		GFEBS plans to increase user satisfaction by 90%-95% over the lifecycle of the program
	View management information from IFS and other databases		GFEBS plans to increase the number of systems that provide audit trail of source transactions by 95%
	Elimination of unintentional system	PPBE BOS • Statement of Work (SOW) Q2FY06 • Draft Source Selection Plan Q2FY06	Planning, Programming, Budget, Execution-Business Operating System (PPBE BOS) will allow unintentional systems to be identified and eliminated

Priority	Targeted Outcomes	Milestones	Performance Metrics
Army2 Improve Business Practices/Process: Paying the Force and Financial Accountability (Continued)	Eliminate redundancy and provide a centralized data repository redundancies	PPBE BI/DW <ul style="list-style-type: none"> • Analysis of Alternatives Q1FY06 • Milestone A Q3FY06 • Milestone B Q4FY06 • IOC Q4FY06 PBBE BOS <ul style="list-style-type: none"> • Milestone C Q1FY07 • Milestone B2 Q3FY07 • Milestone C2 A Q4FY07 • FOC Q1FY08 	PPBE BI/DW will allow: <ul style="list-style-type: none"> • Ease of use, saved time and increased accuracy • Retirement of redundant and local legacy system
Army3 Improve Processes to Equip the Force	Improved Support to the War-fighter	FCS ACE <ul style="list-style-type: none"> • Blockpoint 23: Capabilities deployed for iPDR Q2FY06 • Blockpoint 25: Capabilities deployed for iPDR Q4FY06 	Enhance engineering and simulation workflows
	Data and Knowledge Centric Environment	<ul style="list-style-type: none"> • Identify FCS ACE technology transfer options to FBS Q4FY06 • Block Point 26-28 Enhance performance by migrating to latest version of COTS product Q4FY07 	Reduced cost and time to field FBS
	Common Processes & Capabilities	AIM <ul style="list-style-type: none"> • Defense Acquisition Management Information Retrieval (DAMIR) access to Acquisition Information Management Earned Value(AIM EV) data Q2FY06 • Initiate transition of AIM services to COTS and Net-Centric Enterprise Services.Q4FY06 • AIM data to DAMIR Q4FY07 • Complete Acquisition Information Management (AIM) Web Services for OSD DAMIR initiative Q3FY07 • Complete transition of AIM services to Commercial Off the Shelf (COTS) and Net-Centric Enterprise Services (NCES) Q4FY07 	Reduce duplicate data collection requirements (Army to DoD)

Priority	Targeted Outcomes	Milestones	Performance Metrics
Army3 Improve Processes to Equip the Force (Continued)	Data and Knowledge Centric Environment	FBS Concept Decision Q3FY06 Establish FBS Program Management Office Q3FY06	Leadership approval of Future Business System Program
	Establish Data Centric Environment	FBS <ul style="list-style-type: none"> • Complete Army Acquisition Business Enterprise Architecture (AABEA) Version 3 Q3FY06 • Establish initial Community of Interest (COI) Q4FY06 • Complete AoA Q3FY07 • Conduct Milestone Review Q3FY07 	Enhanced domain data standardization
	Management Visibility and Control	• Institutionalized Governance Process Q4FY06	Community engagement in domain decision processes
	Existing Inventory Clarity	Robust Army Portfolio Management Solution-Army Information Technology Registry (APMS-AITR) Acquisition Inventory Q3FY06	Visibility of acquisition domain inventory
	Reduced Inventory	Establish Configuration Control Board (CCB) Q3FY06	Reduction of redundant and stovepipe systems/capabilities
	Existing Inventory Clarity	Robust APMS-AITR Acq Inventory Q3FY06	Visibility of acquisition domain inventory
	Target Architecture and Transition Plan	<ul style="list-style-type: none"> • Arch V2 Q2FY06 • Arch V3 Q3FY06 • Arch V4 Q4FY06 	Portfolio Management enhanced by Army Acquisition Business Enterprise Architecture
	Managed Requirements	VIS <ul style="list-style-type: none"> • Populate core & interim systems requirements in Virtual InSight (VIS) document repository Q4FY06 • Scale VIS infrastructure to support 80,000 concurrent users Q4FY06 • Begin release of VIS capabilities to the community Q4FY06 	Visible requirement documents for Core & Interim systems
	Informed and Energized Workforce	Change Mgt Plan Q3FY06	Engaged workforce
	Efficient processes	Plan DOD Enterprise Systems data feed Q4FY06	Reduce duplicative reporting processes
	Informed Decision Reviews	Probability of Success (P(s)) Enhancement	Lifecycle program visibility

Priority	Targeted Outcomes	Milestones	Performance Metrics
Army4 Sustain the Force: Enhance Joint Logistics/Focused Logistics – Automated Identification Technology (AIT)	The system must be able to receive input from peripheral AIT devices capable of reading from the AIT media as described in the Operational Requirements Documentation	TC-AIMS II Receive input from peripheral AIT devices, achieved in TC-AIMS II Blocks 1 and 2; and in enhanced Blocks 3 and 4 Q4FY06	The threshold values are stated in the Operational Requirements Documentation
Army4 Sustain the Force: Enhance Joint Logistics/Focused Logistics – Data Automation	The system must be able to import, store, process, update, and export operational data volume in support of Major Theater War deployment scenarios and traffic management operations	LMP <ul style="list-style-type: none"> • Certification of CFO/FFMIA Compliance Q4FY06 • Go Live for 2nd deployment Q3FY07 	TC-AIMS II provides the ability for users to accomplish job related tasks efficiently or as well as the best of breed of existing systems
Army4 Sustain the Force: Enhance Joint Logistics/Focused Logistics – Report Generation	Transportation Coordinators' Automated Information for Movements System II (TC-AIMS II) must properly generate reports, forms, labels, tag data, Office of Management Control (OMC) or smart card described in the Operational Requirements Documentation (ORD)	GCSS-A <ul style="list-style-type: none"> • Increment 1- Implement ORD Block 1 functionality and interface hub to external systems • Milestone B Q3FY06 • Milestone C/IOC Q4FY07 TC-AIMS II <ul style="list-style-type: none"> • Increment: Block 3 IOC Q4FY06 • Migrate legacy system TIS-TO Q1FY07 	TC-AIMS II generates information as required – meeting 95% completeness and accuracy standard as stated in the ORD

Priority	Targeted Outcomes	Milestones	Performance Metrics
Army5 Improve Capability for Stability Operations	Provide accurate, timely, and reliable real property data for installation management and administration	TBD. In conjunction with OSD working groups, developing implementation plans, milestones and metrics will be provided for the next ETP update.	TBD. In conjunction with OSD working groups, developing implementation plans, milestones and metrics will be provided for the next ETP update.
	View management information from Integrated Facilities System (IFS) and other databases	IFS <ul style="list-style-type: none"> • Reduce Operational Costs by consolidating IFS servers by Q4FY06 • Technical Refresh of IFS by Q4FY06 	20% cost avoidance by consolidating IFS web and application servers. Complete Webification of IFS to comply with Net-centric and Army Knowledge Management (AKM) Goals
		<ul style="list-style-type: none"> • Achieve initial operating capability (IOC) to accept site and asset User Identification (UID) Q3FY06 • Integrate real property inventory requirements into Geospatial Information System (GIS) Q4FY06 • GIS integration into DoD portal Q4FY06 • Integrate Headquarters Executive Information System (HQEIS) with Geospatial Information System Repository (GIS-R) Q4FY06 • I&E Real Property Management (RPM) systems fully capable of accepting Real Property Asset and Site Unique Identification (RPUID) Q4FY07 • Standup consolidated data repository to achieve authoritative and standardized business processes and data standards Q4FY07 	

Table F1-4: Other Army Systems and Initiatives of Interest

System Name	Acronym	Description/Purpose	Comment	Category
Enterprise Human Resources System	eHRS	Provides integration of systems with functionality not covered under the Defense Integrated Military Human Resources System (DIMHRS) initiative.	Integrates Human Resources Management (HRM) applications	Tier 2
Integrated Personnel Electronic Records Management System	iPERMS	Directly supports the Army's Military Personnel Records Management Mission in peace, mobilization, and war as required by Title 10 and Title 44, US Code. Provides an automated system for recordkeeping functions using optical digital image systems which eliminates the need for duplicate personnel records and will support the Vice Chief of Staff of the Army (VCSA's) goal of reducing paper on the battlefield.	Replacing the PERMS system with enhancements	Tier 2
eArmy University	eArmyU	A state-of-the-art distance learning initiative that provides active duty enlisted soldiers the opportunity to pursue a college degree or certificate anytime, anywhere. By providing access to a variety of online degree programs and related educational services via a comprehensive web portal, eArmyU eliminates many of the barriers to education that soldiers have traditionally faced throughout their military careers.	Part of the education and training needs of the Military	Tier 2
Installation Support Modules	ISM	Designed and fielded to facilitate the execution and operation of specific installation level functional business processes and to provide standardized software applications for Installation Commanders and Managers to use throughout the Army. It provides Installation leadership with an integrated perspective by pulling/pushing data to/from multiple Army and DOD systems. ISM consists of five discrete modules focusing on activities including in/out processing of soldiers, personnel locator services, soldier transition processing, management of soldier educational records, and management of organizational clothing and individual equipment.	Provides needed transition resources for Army soldiers	Tier 2

System Name	Acronym	Description/Purpose	Comment	Category
User Based Army National Guard System	UBANGS	A Graphical User Interface (GUI) based standalone application. This system helps generators communicate electronically via e-mail with the Defense Reutilization Marketing Office (DRMO) and provide an efficient method to keep track of the post's hazardous accumulations. It allows base personnel to facilitate turn-ins of hazardous waste for ultimate disposal through DRMO.	Pending completion of the Business Enterprise Architecture and a Domain Transition Plan, this system will be either a core system, a system to be reengineered, or a system for sunseting	Tier 2
Headquarters Executive Information System	HQEIS	Allows HQDA, MACOMs & installation organizations to view management information from Integrated Facilities System & other databases w/out knowledge of Structured Query Language. A multidimensional database provides graphical & tabular displays for multiple levels & Fiscal Years.	Pending completion of the Business Enterprise Architecture and a Domain Transition Plan, this system will be either a core system, a system to be reengineered, or a system for sunseting	Tier 2
Installation Executive Information System	IEIS	IEIS is the Department of Public Works' (DPW) tool for accessing existing facilities management, cost, and real property data. It allows users to easily navigate through massive amounts of data quickly in order to prepare briefings and reports necessary for planning, decision making and problem solving.	This system is no longer considered a separate system and has been consolidated into HQEIS	Tier 2
Integrated Facilities System	IFS	IFS is used by installation-level DPWs and MACOMS to manage all work associated with the maintenance of the Army's real property, and to report that same real property to the Department of the Army, Congress, Government Services Agency and others.	The Real Property Inventory (RPI) module of IFS will be replaced by the equivalent capability of the Army General Fund Enterprise Business System (GFEBS) when it becomes fully operational in FY2010. Pending completion of the Business Enterprise Architecture and a Domain Transition Plan, this system will be either a core system, a system to be reengineered, or a system for sunseting	Tier 2
Planning Resource for Infrastructure Development and Execution	PRIDE	PRIDE is a facilities/installation management system supporting NGB-ARI. It is a Commercial-Off-The-Shelf system encompassing all ARI functions and replacing several automated facility management systems, including Desktop Resource for Real Property.	The RPI module of PRIDE will be replaced by the equivalent capability of GFEBS when it becomes fully operational in FY2010. Pending completion of the Business Enterprise Architecture and a Domain Transition Plan, this system will be either a core system, a system to be reengineered, or a system for sunseting	Tier 2

System Name	Acronym	Description/Purpose	Comment	Category
Hazardous Substance Maintenance System	HSMS	HSMS is an automated system, which has been developed to work along with good hazardous material management practices. It tracks hazardous material from the time of request until it leaves an installation through use, turn-in, or as hazardous waste.	HSMS is a legacy system scheduled to be included in the Logistics Domain's Single Army Logistics Enterprise (SALE) system	Tier 2
Real Estate Management Information System	REMIS	System used to manage the Real Estate program within the Army Corps of Engineers and throughout the Army.	The Real Property Inventory (RPI) module of REMIS will be replaced by the equivalent capability of GFEBS when it becomes fully operational in FY2010. Pending completion of the Business Enterprise Architecture and a Domain Transition Plan, this system will be either a core system, a system to be reengineered, or a system for sunseting	Tier 2
Recruiting Facilities Management Information System	RFMIS	Recruiting Facilities Management Information System (MIS) _ Program execution & management of DoD recruiting facilities.	The RPI module of RFMIS will be replaced by the equivalent capability of General Fund Enterprise Business System (GFEBS) when it becomes fully operational in FY2010. Pending completion of the Business Enterprise Architecture and a Domain Transition Plan, this system will be either a core system, a system to be reengineered, or a system for sunseting	Tier 2
Engineering and Base Operations Support System	ENBOSS	ENBOSS is used to manage U.S. Army Reserve inventory of real property throughout the life cycle of each facility, from acquisition through disposal. ENBOSS is an integrated suite of software applications developed for Assistant Chief of Staff for Installation Management – Army Reserve (ACSIM-AR). ENBOSS supports 205,000 Army Reserve soldiers located in 3,600 facilities worldwide providing integrated automated business applications for military construction, facilities operations and maintenance, real property/real estate, and environmental stewardship.	The Real Property Inventory (RPI) module of ENBOSS will be replaced by the equivalent capability of GFEBS when it becomes fully operational in FY2010. Pending completion of the Business Enterprise Architecture and a Domain Transition Plan, this system will be either a core system, a system to be reengineered, or a system for sunseting	Tier 2

System Name	Acronym	Description/Purpose	Comment	Category
Wounded Warrior Accountability System	WWAS	Provides for an integrated data and process layer in support of the Physical Disability Evaluation capabilities and the PDCAPS, AW2 (formerly DS3), and CRSC application systems. Provides for a single user web interface that will support accountability and tracking of soldiers within the process spanning Point of Injury through medical treatment, the Medical Evaluation Board process, the Physical Disability Evaluation Process, transition and up to five years post-transition.	This initiative is essential to the Army's capability to accurately and efficiently account for injured soldiers and monitor and assist the soldier and his family through the period of medical and physical disability evaluations. Should this modernization not be approved, the Army's accountability of injured soldiers and their status will continue to be a manual, disjointed, and inconsistent process.	Tier 3
Army Program/ Publications Content Management Program	APCMP	APCMP purchases a series of Army Enterprise-wide software licenses to support Forms and Publication processing by proponent offices and MACOMs. These include: (a) IBM Content Manager; (b) Silinas Digital Signature (major savings from prior GSA schedule), and (d) PureEdge XML Forms (replaces the more expensive Formflow). All 2400 DA Forms and over 100,000 Sub-departmental Forms will be converted into PureEdge XFDL/XFORMS Format. Training will be provided to all Army Forms designers and over 1,000 Designer tools provided. APCMP will extend this infrastructure by adding an XML-processing layer to input, store, retrieve, and search for XML-based publications. This will consist of XML Content Management software, Advanced Workflow, Taxonomy tool, and Search. These infrastructure additions are being coordinated with the AKO and apply Semantic Web technologies. This allows the processing of over 22,000 DA Publications and over 1,400,000 sub-departmental publications. A full set of this software and associated hardware (currently CISCO routers, switches, IBM/AIX Blades, and a SAN) has been configured in the Army Knowledge Online data center.	APCMP is replacing StarPubs (Standard Army Publishing System), which will soon fail. This mainframe system is over 30 years old and may lack complete backup. Without APCMP the Army would gradually lose the capability to Author, Authenticate, Store & Retrieve, and Distribute both Publications and Forms. These functions are required by Title 44 and AR-25-30.	Tier 2

System Name	Acronym	Description/Purpose	Comment	Category
Force Management System	FMS	FMS is tasked with the design, development and deployment of an integrated Force Management System that will establish accurate, consistent and timely Force Structure information to the Army Force Management community. The funds are required to provide near term mission critical FMS development/deployment to support the design/build of organizational models both operating and generating forces analysis of organizational authorizations, and documentation of organizations for Army/Joint units in support of Army Modularity. Analysis supports planning, funding, and organization justification to DoD and Congress. FMS replaces four legacy Force Structure Systems (RDSes, TAADS, SAMASes and SACS). FMS is the Army's system to support the DoD J-8 Global Force Management (GFM) initiative/mandate.	FMS contractor will be unable to provide unprogrammed near-term mission critical FMS development/deployment to support the design/build or organizational models both operating and generating forces, analysis of organizational authorizations, and documentation of organizations for Army/Joint units. Efficiencies/effectiveness of organizational documentation will be degraded directly impacting G-3 support to Modularity. Army Transformation, Modularity, TAA, and Readiness Sustainment will be negatively impacted. FMID, USF, and DoD J-8 Global Force Management milestones will be unattainable.	Tier 2
Reserve Component Automation System	RCAS	RCAS includes mobilization planning, office automation to USAR and ARNG units in CONUS and OCONUS. The system includes hardware and software infrastructure, COTS and GOTS, and RCAS developed software. RCAS is being reclassified to the EIE mission area. RCAS is no longer a transformation system.	RCAS is currently in sustainment and as such, O&M funding is used for current services. RCAS is currently displayed as a business system. OPA funding in the President's Budget 2007 through 2011 is being used for infrastructure related activities such as technical refresh of hardware and conversion to Voice-over Internet Protocol (VOIP). An exclusion letter is being drafted for RCAS recommending exclusion of RCAS from IRB certification. Army is reviewing RCAS to determine if its capabilities warrant transferring it to the Enterprise Information Area. No decision has been made at this time.	

System Name	Acronym	Description/Purpose	Comment	Category
Funds Control System	FCS	<p>FC is a business process improvement being implemented by ASA (FM&C) to mitigate field Army financial deficiencies impacting the logistics system: complicated obligation process; cumbersome reconciliation; lack of funds control. As follow-on to the Army Single Stock Fund Program, in FY03 the Army G-4 (LTG Mahon) requested the ASA (FM&C) (Mr. Ernie Gregory) address and resolve these financial issues. FC has four primary objectives: (1) Eliminate the Installation Supply Buffer (ISB) from the DFAS - Army system inventory. There are 36 plus ISB databases around the Army. Eliminating ISB saves approximately \$5 million per year in DFAS costs and cost avoidance of around \$7 million in not having to field ISB to the 54 ARNG sites; (2) Obligate on the initial supply order/request. Currently a huge number of financial personnel man hours are consumed each month in tracking and correctly recording supply transactions because of today's extremely complicated process; (3) Establish a robust funds control process which will check for funds availability prior to the processing of supply transactions. This will preclude the field from over obligating funds as a result of supply transactions; (4) Simplify the cumbersome supply-financial reconciliation process. Today a huge number of logistical and financial personnel man hours are consumed in reconciliation and the Army supply system is sometimes down for a day in just providing the files for today's reconciliation. FC is an interim solution that will eventually be replaced by the objective suite of ERP systems scheduled to be fielded in the Single Army Logistics Enterprise/Single Army Financial Enterprise.</p>	<p>FC supports two DoD Business Enterprise Priorities: Financial Visibility (primary) and Materiel Transaction Visibility (secondary.) FC will solve the "sterile" DODAAC problem during force deployments which has cost the Army hundred of millions of dollars thus far during OIF. With FC, the processing of supply transactions will not be hampered by current logistics and financial system deficiencies.</p>	Tier 3

Department of the Navy Transformation Plan Tables

The Navy and Marine Corps exist to control the seas, assure access and project power beyond the sea, and influence events and advance American interests across the full spectrum of military operations. The Department of the Navy's business transformation vision is to significantly increase readiness, effectiveness, and availability of warfighting forces through the accomplishment of the transformational goals listed in Table F2-1. These goals enable achievement of the DON's broader transformation initiatives, including Naval Power 21 (vision), Sea Power 21, and Marine Corps Strategy 21.

Table F2-1: Department of the Navy Business Transformation Goals

Number	Goals
1	Employ business process change to create more effective operations at reduced costs
2	Exploit process improvements, technology enhancements, and an effective human capital strategy to ensure continued mission superiority

The Department of the Navy's business transformation priorities are listed in Table F2-2 below.

Table F2-2: Department of the Navy Business Transformation Priorities

Number	Priorities
Navy1	Creating a seamless infrastructure
Navy2	Creating optimized processes and integrated systems
Navy3	Optimizing Resources
Navy4	Implementing web-based capabilities
Navy5	Aligning for Enterprise transformation

Table F2-3: Department of the Navy Systems/Initiatives Transformation Summary

System/Initiative	Supported Goals/Priorities	Business Capabilities Provided
Navy Enterprise Resource Planning (Navy ERP)	Navy2, Navy3, Navy4 FV, AV, MV, PV, CSE	Combines industry-proven practices to provide the Navy with integrated acquisition, finance, and logistics capabilities. Delivers reduced supply/maintenance cycle times, increased financial accuracy, elimination of redundant applications and databases, enhanced configuration management, reduced IT systems costs, inventory reduction.
Global Combat Support System - Marine Corps (GCSS-MC)	Navy2 MV	Employs shared data to provide USMC with a timely and accurate asset posture, correct equipment readiness information, and total asset visibility, all in a deployed environment.
Navy Tactical Command Support System (NTCSS)	Navy2 MV	Provides crews of ships and aircraft squadrons with integrated management of equipment maintenance and repair, parts inventory, galley and ship's store operations, and personnel. Additionally provides intermediate maintenance activities afloat and ashore with information supporting workload planning and parts requirements.
Total Force Administration System (TFAS)	Navy4 AV and PV	Provides Marines secure self-service personnel transactions, gives Marine Corps leadership timely, accurate personnel information
Navy Cash™ (Navy Cash)	Navy2, Navy3 FV	Performs pay delivery and enables cashless transactions for Sailors and Marines afloat, reducing requirement for onboard cash and lessening workload for shipboard disbursing and supply personnel. Easier, more accurate cash accountability, 24/7 access to hometown bank and credit union accounts for embarked personnel.
Navy Marine Corps Intranet (NMCI)	Navy1 FV, AV, MV, PV, RPA, CSE	Provides network-based enterprise information services to Sailors and Marines ashore, increased interoperability, greatly enhanced information assurance, PKI capability.
Marine Corps Financial Improvement Initiative (MC FII)	Navy3 FV, AV, MV, PV, RPA	Provides accurate, timely, useful, and auditable financial information, enables discovery of "root causes" of deficiencies, enabling business process improvement.
Automated Identification Technology (AIT)	Navy2 FV, AV, MV and PV	Automated materiel inventory and tracking using proven technologies. Provides real-time status and location of materiel to operational and logistics decision makers. Other technologies improve physical security via common access cards, biometrics, and retinal scan.
Electronic Acquisition (EA)-21 (EA-21)	Navy2 Navy4 AV and CSE	EA-21 initiative utilizes technology and innovative concepts for the electronic creation and maintenance of procurement and contractual information. Minimizes the need for human intervention in the processing of requirements generation, payment and contract closeout. Lessens the number of days needed to process a procurement request and to receive, accept and certify an invoice. Benefits include: elimination of bottlenecks associated with manual paper-driven procurement processes, reduction of unmatched disbursements and prompt pay interest, and more efficient use of resources.

Table F2-4: Navy Priorities with Targeted Outcomes, Milestones, and Metrics

Priority	Targeted Outcomes	Milestones	Performance Metrics
Navy1 Creating a Seamless Infrastructure	A global, secure, interoperable network integrating NMCI, ISNS, One Net and MCEN into the FORCENet Network Information Infrastructure	NMCI • FOC Q3FY06	NMCI seats cut over NMCI customer satisfaction
Navy2 Creating Optimized Processes and Integrated Systems	Efficient business processes supported by systems integrated for end-to-end interoperability	Navy ERP • IOC Q1FY07 • Retire NEMAIS Q4FY06 • Retire SIGMA Q4FY 07 • Retire Cabrillo Q4FY07 GCSS-MC • IOC Q1FY08 • FOC Q2FY08	NAE – Aircraft Ready for Tasking Personnel - Fit to Fill Systems, applications, networks eliminated Process improvements / Reduced cycle time
Navy3 Optimizing Resources	Accurate, timely, useful and auditable financial information to support decision makers Retirement of legacy systems Implement Enterprise Software License Agreements	MC FII • IOC Q4FY06 • FOC Q4FY08 Navy Cash • FOC Q1FY09	Improved financial statement accuracy Systems, applications, networks eliminated # of ESI Agreements
Navy4 Implementing Web-based Capabilities	A DON enterprise portfolio of web-centric solutions Common business practices delivered in net-centric form	Identify services provided by DON Web capabilities to ensure visibility, availability & reusability (Q4FY06) TFAS • FOC Q3 FY06	Servers consolidated Processes moved to the web
Navy5 Aligning for Enterprise Transformation	Organizational alignment to integrate with DoD transformation activities and ensure top level oversight and direction of DON transformation initiatives	Standup of Business Process Transformation Council (Q4FY06) Standup up of ACNO-IT Organization (Q1FY06) Publish IM/IT Strategic Plan for FY2006-2007 (Q1FY06) Publish DON IT Policy Guidance for FY07 Expenditures (Q4FY06) Complete draft revised DON portfolio management policy (Q4FY06)	Various

Table F2-5: Other Navy Systems and Initiatives of Interest

System / Initiative	Acronym	Description / Purpose	Comment	Category
NAVAIR Logistics Data Analysis	NALDA	Provides comprehensive, accurate & timely aviation logistics data, analysis & reporting capabilities via a system-of-systems	NALDA will be replaced by DECKPLATE. DECKPLATE will in turn be subsumed by Navy ERP	Tier 1
Joint Engineer Data Management Information Control System	JEDMICS	Serving jointly the Army, Navy, Air Force, Marine Corps and DLA activities Manages over 80 million engineering drawings used to support maintenance, repair, procurement and re-engineering functions. Provides digital, on-demand access to information formerly contained on aperture cards and paper	Joint program. Navy is Executive Agent	Tier 2
Ordnance Information System (was CAIMS)	OIS	Web-enables a set of vertically integrated applications for ammunition inventory positioning the Naval ammunition community for assumption into the Global Combat Support System (GCSS) family of systems	OIS, or portions of OIS, will be integrated into or migrated to advanced ERP systems and/or Global Combat Support Systems (GCSS) when these programs are mature enough to accommodate the classified functionality	Tier 2
Electronic Military Personnel Record System	EMPRS	Is an Acquisition Category (ACAT) I-AC Automated Information System Program. As the Navy component of the Defense Personnel Records Imaging System, EMPRS is the single authoritative source for active, reserve, retired, and Navy veteran permanent Official Military Personnel File (OMPF). Supports various personnel actions, such as mobilization, career progression, casualty assistance, entitlement verification, and member and family support.	Functionality required by federal statute.	Tier 1

System / Initiative	Acronym	Description / Purpose	Comment	Category
Marine Corps Enterprise Information Technology Services	MCEITS	Is a future Enterprise Information Environment Mission Area (EIEMA) system that will support the Business Mission Area as well as the rest of the USMC IT Portfolio. MCEITS will be delivered and managed as a service, which will relieve individual FAMs, commands and program managers of responsibility for building and sustaining self-contained IT infrastructure. Redundant expenditures on facilities, networks, databases, applications, and supporting personnel will be eliminated or significantly reduced by this provision of consolidated capabilities USMC-wide. MCEITS IT Centers instantiate an agile IT environment designed around net-centric services that provide a deployable, expeditionary, warfighting capability. Common software services will be delivered as reusable modules for all applications to use as necessary via industry standard transactional protocols. Within MCEITS, the Marine Corps will have a cohesive, integrated web environment for navigating both USMC and Joint information sources and applications.	EIE effort required to support other transformation and the DoD Enterprise	EIE
Joint Aviation Technical Data Integration	JATDI	Is a web-enabled fleet library management toolset for electronic technical information	Joint program. DON serves as Executive Agent	Tier 2

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Department of the Air Force Transformation Plan Tables

The mission of the United States Air Force is to deliver sovereign options for the defense of the United States of America and its global interests – to fly and fight in Air, Space and Cyberspace. The AF organizes, trains, and equips force elements that fly through the air, operate on the ground, traverse space and intervene in cyberspace in order to influence enemy and friendly activities. The concept of expeditionary forces, the long reach of satellites and systems of sensors, a network of airborne and ground-based command and control elements, and mobility, fighter, bomber and attack aircraft integrate to make the vision of Global Vigilance, Reach, and Power a reality.

Business and combat support processes are expected to provide fast, flexible, predictable support to the warfighter. The AF Operational Support (OS) transformation vision is the creation of capabilities that provide rapid and predictive Operational Support and response through situationally-aware Commanders. The AF Operational Support Modernization mission is to:

- Ensure the **seamless integration** of Air Force command and control, combat support and business capabilities.
- **Guide, rationalize, coordinate and integrate** existing and future Air Force wide transformation initiatives into a coherent program.
- Ensure that **consistent methods are employed across the warfighting and support areas**.

Our shared operational support enterprise transformation goals are listed below in Table F3-1

Table F3-1: Air Force Business Transformation Goals

Number	Goals
1	Improve warfighter effectiveness by fashioning fast, flexible, agile, horizontally integrated OS processes that enable fast, flexible, agile and lethal combat forces.
2	Establish a culture of continuous improvement to achieve increased efficiencies that will allow OS to return resources toward the recapitalization of the AF weapons systems and infrastructure, return Airmen to core missions, and create an acquisition process unparalleled in the Federal Government.

We are pursuing the following priorities (Table F3-2) to achieve OS transformation:

Table F3-2: Air Force Business Transformation Priorities

Number	Priorities
AF1	Global synchronization of supply chain (people, materiel, installations) and integration with the Operations community
AF2	Better Merge Mission Profiles Supplies, Equipment and People
AF3	Focus on real-time command & control, decision support and predictive analysis
AF4	Leverage spend activities and more effectively use industrial partners
AF5	Focus on delivery of Commanders' resource management capabilities vs. low value-added transactional activity
AF6	Re-engineer, share service organizations, standardize processes, regionalize support and deliver services globally
AF7	Treat people as the most important resource
AF8	Change culture to optimize performance of enterprise (Align goals and metrics to focus on enterprise performance, continuous improvement.)
AF9	Instill more discipline and credibility in development and delivery of capabilities

Table F3-3: Air Force Systems/Initiatives Transformation Summary

System/Initiative	Supported Goals/Priorities	Business Capabilities Provided
Automated Civil Engineer System (ACES)	AF1, AF2, AF3, RPA	<ul style="list-style-type: none"> Resource tracking and decision information for seven civil engineering specializations: Operations, Engineering, Housing, Resources, Readiness, Explosive Ordnance Disposal (EOD), and Fire
AETC Advanced Distributed Learning System (AETC ADLS)	AF5, AF7 PV	<ul style="list-style-type: none"> Repository of government-owned courseware available to all government agencies, including mobility and combat readiness training for Air Education and Training Command as well as courses for the US Army Economies of scale in training government employees Flexible training solutions and a streamlined method of tracking and managing the conduct of training Automated career field training records to reduce workload and provide greater visibility
Air Force Information Reliability and Integration Action Plan (AFIR&I)	AF3, AF8, AF9 FV, AV, MV, PV, RPA	<ul style="list-style-type: none"> Available, reliable and relevant financial information of auditable quality.
Air Force Recruiting Information Support System (AFRISS)	AF3, AF7 PV	<ul style="list-style-type: none"> Record of all AF non-commissioned Airmen recruiting actions, used for all personnel management functions, recruiting, job assignment, flow and trend analysis and congressional inquiries support
Enterprise Business System (EBS)	AF3, AF4, AF6 FV, AV, MV, PV, RPA	<ul style="list-style-type: none"> Faster technology transition to the warfighter Timely, accurate information in the hands of appropriate decision makers Discovery, development and integration of affordable warfighting technologies
Program Management and Oversight (PM&O)	AF3, AF4, AF9 AV	<ul style="list-style-type: none"> An integrated business environment supporting program management tools and information, within and across programs Leadership information through the acquisition chain to the PEO, SAE, and DAE
Sourcing	AF4, AF6, AF9 CSE	<ul style="list-style-type: none"> Integrated Acquisition Environment (IAE) deployment DoD Standard Procurement System. deployment Contracting Business Intelligence and Electronic Commerce

System/Initiative	Supported Goals/Priorities	Business Capabilities Provided
Test and Evaluation (T&E)	AF2, AF6, AF9 AV	<ul style="list-style-type: none"> Streamlined test operations to reduce cost and more efficiently use available test resources including aircraft, facilities, and ranges
Defense Enterprise Accounting Management System - Air Force (DEAMS-AF)	AF3, AF4, AF5, AF6 FV	<ul style="list-style-type: none"> Integrated general ledger, accounts payable, accounts receivable and decision support functions incorporating industry leading business practices
Expeditionary Combat Support System (ECSS)	AF1, AF2, AF4, AF7, FV, AV, MV, CSE	<ul style="list-style-type: none"> Improved force sustainment Improved logistics business processes and improved synchronization of logistics planning and execution with operations Improved command and control Near real-time worldwide visibility of assets
Enterprise Environmental Safety and Occupational Health Management Information System (EESOH-MIS)	AF1, AF3, AF7, RPA	<ul style="list-style-type: none"> Environmental liabilities visibility Hazards, personnel exposure, and safety needs visibility
Enterprise Lean Reengineering (ELR)	AF6, AF7, AF9 MV, PV	<ul style="list-style-type: none"> Elimination of process waste within all processes of the AF. Currently targeted processes include: <ul style="list-style-type: none"> Air Logistics Centers processes Deployment Readiness Management Operational Support Command and Control Full Spectrum Threat Response
Enhanced Technical Information Management System (ETIMS)	AF1, AF4, AF6 MV	<ul style="list-style-type: none"> Authoritative technical information available at all steps of maintenance and upgrade of aircraft fleet Improved information presentation through electronic devices such as handheld computers
Financial Information Resource System (FIRST)	AF3, AF5, AF9 FV	<ul style="list-style-type: none"> Support of Planning, Programming, Budget and Execution (PPBE) process. Initial focus on budgeting, replacing three existing systems with one integrated system based on best commercial practices and management tools

System/Initiative	Supported Goals/Priorities	Business Capabilities Provided
Financial Management Service Delivery Model (FM SDM)	AF5, AF6, AF7 FV	<ul style="list-style-type: none"> • Delivery of financial services in the military and civilian areas through web-based and call center based services • Reduction in manpower used in financial services
Manpower Programming and Execution System (MPES)	AF3 PV	<ul style="list-style-type: none"> • Support entire process of manpower resource programming and execution with web-enabled tool
NAF Financial Transformation (NAF-T)	AF5, AF6, AF9 FV	<ul style="list-style-type: none"> • Manpower savings through centralization of nonappropriated accounting in a shared service center • Near-real time financial information for AF Services at all levels • Connection of point of sales system, supply chain management and customer relations
Operational Support Modernization Program (OSMP)	AF1, AF2, AF3, AF8 FV, AV, MV, PV, RPA, CSE	<ul style="list-style-type: none"> • Integration of all modernization and transformation efforts undertaken in the Operational Support area with a focus on warfighter effectiveness • Common strategy, doctrine, policy, portfolio management, architecture, change management and technical integration approach across organizations
Personnel Transformation (Pers Trans)	AF5, AF6, AF7 PV	<ul style="list-style-type: none"> • Delivery of personnel services through web-based and call center based services • Reduced manpower needed to deliver high quality personnel services

Table F3-4: Air Force Priorities with Targeted Outcomes, Milestones, and Metrics

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF1 Global synchronization of supply chain (people, materiel, installations) & integration with the Operations community	<ul style="list-style-type: none"> Increased equipment availability Reduced operations and support cost Enterprise-wide supply chain visibility Improved effectiveness in the deployment process 	ACES <ul style="list-style-type: none"> Field OPS Module FOC Q1FY08 Ph 1 Field Project Mgmt and Real Property Modernization FOC Q3FY08 Ph 2 Housing mgmt, Personnel and readiness Modernization FOC Q1FY09 Ph 3 Fire Dept Modernization FOC Q3FY09 ECSS <ul style="list-style-type: none"> MS B Business process design: planning, blueprinting, gap analysis, pathfinder and baseline Q4FY08 MS C System configuration and demonstration, test and operational assessment Q4FY09 IOC Phased implementation, demonstration of end-to-end logistics chain. Operational testing and full rate production Q3FY11 FOC Successful global operation of global end-to end logistics chain Q4FY12 EESOH-MIS <ul style="list-style-type: none"> V1.1 Hazmat FOC Q3FY05 V1.2 Clean Up FOC Q2FY06 V1.3 Hazardous Waste FOC Q4FY06 V1.4 Air Quality, APIMS repl. FOC Q2FY07 ETIMS <ul style="list-style-type: none"> Complete analysis of alternatives Q3FY05 Milestone B Q1FY06 Milestone C and IOC Q3FY06 Spiral 1 Deploy Q1FY07 Spiral 2 Requirements/Design Q2FY07 Spiral 2 Develop/Test/Deploy Q1FY09 Spiral 3 Requirements/Design Q3FY08 ETIMS Spiral 3 Dev/Test/Deploy Q4FY09 FOC Q4FY09 	Stakeholder View <p>S1.1 Commander Feedback on situational awareness (e.g., increased equipment availability, supply chain visibility)</p> <p>S2.1 Actual capabilities delivered vs. requested. Reduce deployment deficiencies from 8% to 0%</p> Process Effectiveness <p>P2.1. OS Process Improvement Index for Timeliness, Quality and Predictability of Key OS Processes.</p> <p>Timeliness: Reduce average number of days customer wait time from requisition to fulfillment; Reduce average number of days to close pay case.</p> <p>Quality: Reduce critical/major defects accepted per aircraft; Reduce percentage of AF members without a completed VRed Form.</p> <p>Predictability: Increase percentage of orders fulfilled by committed date; Increase percentage of deployed personnel receiving full 90 days notice of deployment.</p> Resource Management <p>R1.1 Reduce Operational Support TOA as a percentage of AF TOA from 40-42% to a target to be determined.</p>

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF1 (Continued) Global synchronization of supply chain (people, materiel, installations) & integration with the Operations community	<ul style="list-style-type: none"> Increased equipment availability Reduced operations and support cost Enterprise-wide supply chain visibility Improved effectiveness in the deployment process 	OSMP <ul style="list-style-type: none"> Enterprise Transformation Metrics Definition Q2FY06 CONOPS Integration Q2FY06 Enterprise Portfolio Mgmt Q3FY06 Integrated AF transformation portfolio Q1FY07 Capabilities Based Budgeting Q2FY07 Integrated Architecture v5 Q3FY07 OSMP Doctrine Integration Q2FY07 OSMP Integrated Re-engineering and Capabilities Risk Assessment Q3FY07 	Stakeholder View S1.1 Commander Feedback on situational awareness (e.g., increased equipment availability, supply chain visibility) S2.1 Actual capabilities delivered vs. requested. Reduce deployment deficiencies from 8% to 0% Process Effectiveness P2.1. OS Process Improvement Index for Timeliness, Quality and Predictability of Key OS Processes. Timeliness: Reduce average number of days customer wait time from requisition to fulfillment; Reduce average number of days to close pay case. Quality: Reduce critical/major defects accepted per aircraft; Reduce percentage of AF members without a completed VRed Form. Predictability: Increase percentage of orders fulfilled by committed date; Increase percentage of deployed personnel receiving full 90 days notice of deployment. Resource Management R1.1 Reduce Operational Support TOA as a percentage of AF TOA from 40-42% to a target to be determined.

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF2 Better merge mission profile, supplies & equipment, & people to strengthen total weapons systems / force management	<ul style="list-style-type: none"> • Faster deployment of weapon system capabilities • Improve readiness to fulfill joint forces request for personnel, supplies, and equipment 	ACES <ul style="list-style-type: none"> • Field OPS Module (FOC) Q1FY08 • Ph 1 Field Project Mgmt and Real Property Modernization Q3FY08 • Ph 2 Housing mgmt, Personnel and readiness Modernization FOC Q1FY09 • Ph 3 Fire Dept Modernization FOC Q3FY09 ECSS <ul style="list-style-type: none"> • MS B Business process design: planning, blueprinting, gap analysis, pathfinder and baseline Q4FY08 • MS C System configuration and demonstration, test and operational assessment Q4FY09 • IOC Phased implementation, demonstration of end-to-end logistics chain. Operational testing and full rate production Q3FY11 • FOC Successful global operation of global end-to end logistics chain Q4FY12 OSMP <ul style="list-style-type: none"> • Enterprise Metrics Definition Q2FY06 • CONOPS Integration Q2FY06 • Enterprise Portfolio Mgmt Q3FY06 • Integrated AF transformation portfolio Q1FY07 • Capabilities Based Budgeting Q2FY07 • Integrated Architecture v5 Q3FY07 • Doctrine Integration Q2FY07 • Integrated Re-engineering and Capabilities Risk Assessment Q3FY07 	Stakeholder View S2.2. Predictive mission capabilities. Extend the horizon of AEF mission capability (e.g. number of future AEF cycles that UTCs filled)
			Process Effectiveness P2.1. OS Process Improvement Index for Timeliness.

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF3 Focus on real-time command & control, decision support & predictive analysis	Commanders receive relevant information in a timely manner, leading to improved decisions in war and peace time	ACES <ul style="list-style-type: none"> • Field OPS Module (FOC) Q1FY08 • Ph 1 Field Project Mgmt and Real Property Modernization Q3FY08 • Ph 2 Housing mgmt, Personnel and readiness Modernization FOC Q1FY09 • Ph 3 Fire Dept Modernization FOC Q3FY09 AFIR&I (full detail in FIAR Plan) <ul style="list-style-type: none"> • General Fund Cash & Monetary Assets assertion package Q2FY06 • Fixed Asset Accounting capability and AFAA review of capital lease reporting Q3FY06 • Military Equipment (ME) modified assertion package Q1FY07 • Audit ME baseline Q4FY07 • Audit Fund balance with Treasury Q1FY08 AFRISS <ul style="list-style-type: none"> • Automate GoANG.com/Live Chat Q3FY06 • Update/correct ANG user info/mgt tools Q3FY06 • Correct data mgt of chaplain applicants /MEPS, automate leads processing, Implement Cost Based Analyzer, Database upgrade and replication Q1FY07 • FOC Q1FY08 EBS (detailed content available on request) <ul style="list-style-type: none"> • Q1FY06 Release • Q2FY06 Release • Q3FY06 Release • Q4FY06 Release • Q1FY07 Release • FOC Q4FY08 	Stakeholder View S1.1 Commander Feedback on situational awareness (e.g., increased equipment availability, supply chain visibility). Survey questions being developed. S2.2. Predictive mission capabilities.

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF3 (Continued) Focus on real-time command & control, decision support & predictive analysis	Commanders receive relevant information in a timely manner, leading to improved decisions in war and peace time	PM&O <ul style="list-style-type: none"> • IRSS on NIPRNet Q4FY05 • IRSS AFROCC, JROC integration Q2FY06 • IRSS Workflow & Financial data import Q2FY08 • SMART to Acquisition Portal Q1FY09 • PRIDE to Acquisition Portal Q1FY09 DEAMS-AF <ul style="list-style-type: none"> • Award integrator contract Q2FY06 • Complete Blueprinting (Fit-Gap) Q3FY06 • Partial migration of ASIFICS Q1FY07 • Milestone A Q2FY07 • Milestone B Q2FY08 • Milestone C Q2FY09 • IOC Q2FY09 EESOH-MIS <ul style="list-style-type: none"> • V1.1 Hazmat FOC Q3FY05 • V1.2 Clean Up FOC Q2FY06 • V1.3 Hazardous Waste FOC Q4FY06 • V1.4 Air Quality, APIMS repl. FOC Q2FY07 FIRST <ul style="list-style-type: none"> • Cost Modeling/Force structure interface Q4FY06 • Milestone C Q3FY07 • IOC Q4FY07 • FOC Q4FY10 OSMP <ul style="list-style-type: none"> • Enterprise Metrics Definition Q2FY06 • CONOPS Integration Q2FY06 • Enterprise Portfolio Mgmt Q3FY06 • Integrated AF transformation portfolio Q1FY07 • Capabilities Based Budgeting Q2FY07 • Integrated Architecture v5 Q3FY07 • Doctrine Integration Q2FY07 • Integrated Re-engineering and Capabilities Risk Assessment Q3FY07 	Stakeholder View S1.1 Commander Feedback on situational awareness (e.g., increased equipment availability, supply chain visibility). Survey questions being developed. S2.2. Predictive mission capabilities.

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF4 Leverage spend activities & more effectively use industrial partners	<ul style="list-style-type: none"> Increased outsourcing of non-critical processes to industry Decreased unit costs Decreased service cost Decreased transactional activity in procurement 	<p>EBS (detailed content available on request)</p> <ul style="list-style-type: none"> Q1FY06 Release Q2FY06 Release Q3FY06 Release Q4FY06 Release Q1FY07 Release FOC Q4FY08 <p>PM&O</p> <ul style="list-style-type: none"> IRSS on NIPRNet Q4FY05 IRSS AFROCC, JROC integration Q2FY06 IRSS Workflow & Fin data import Q2FY08 SMART to Acquisition Portal Q1FY09 PRIDE to Acquisition Portal Q1FY09 <p>Sourcing</p> <ul style="list-style-type: none"> CARS (J001) replaced by FPDS-NG Q1FY07 ACPS replaced by SPS v4.2.3 Q2FY08 AFWAY upgrade to AFeBuy Q4FY08 ConWrite replaced by SPS v4.2.3 Q1FY09 <p>DEAMS-AF</p> <ul style="list-style-type: none"> Award integrator contract Q2FY06 Complete Blueprinting (Fit-Gap) Q3FY06 Partial migration of ASIFICS Q1FY07 Milestone A Q2FY07 Milestone B Q2FY08 Milestone C Q2FY09 IOC Q2FY09 	<p>Resource Management</p> <p>R1.1. OS TOA as a % of AF TOA. Reduce the percentage of Operational Support TOA to AF TOA from 40-42% to a target to be determined.</p> <p>R2.1. Sharing of resources (e.g. systems, facilities, equipment, personnel).</p> <ul style="list-style-type: none"> Reduce redundant activities in IT systems by 80% Number of legacy systems terminated, planned vs. actual <p>R3.1. OS Productivity Index: a weighted basket of key unit cost metrics (e.g. Flying Hour Cost, Cost to Recruit and Train an Airman).</p>

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF4 (Continued) Leverage spend activities & more effectively use industrial partners	<ul style="list-style-type: none"> Increased outsourcing of non-critical processes to industry Decreased unit costs Decreased service cost Decreased transactional activity in procurement 	ECSS <ul style="list-style-type: none"> MS B Business process design: planning, blueprinting, gap analysis, pathfinder and baseline Q4FY08 MS C System configuration and demonstration, test and operational assessment Q4FY09 IOC Phased implementation, demonstration of end-to-end logistics chain. Operational testing and full rate production Q3FY11 FOC Successful global operation of global end-to end logistics chain Q4FY12 ETIMS <ul style="list-style-type: none"> Complete analysis of alternatives Q3FY05 Milestone B Q1FY06 Milestone C and IOC Q3FY06 Spiral 1 Deploy Q1FY07 Spiral 2 Requirements/Design Q2FY07 Spiral 2 Develop/Test/Deploy Q1FY09 Spiral 3 Requirements/Design Q3FY08 Spiral 3 Dev/Test/Deploy Q4FY09 FOC Q4FY09 	Resource Management <p>R1.1. OS TOA as a % of AF TOA. Reduce the percentage of Operational Support TOA to AF TOA from 40-42% to a target to be determined.</p> <p>R2.1. Sharing of resources (e.g. systems, facilities, equipment, personnel).</p> <ul style="list-style-type: none"> Reduce redundant activities in IT systems by 80% Number of legacy systems terminated, planned vs. actual <p>R3.1. OS Productivity Index: a weighted basket of key unit cost metrics (e.g. Flying Hour Cost, Cost to Recruit and Train an Airman).</p>

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF5 Focus on delivery of Commanders' resource management capabilities vs. low value-added transactional activity	<ul style="list-style-type: none"> • Move from direct on-base support to web-based and contact center based personnel and financial services. • Substantially reduce the manpower used in personnel and financial services. • Significantly enhance decision support to commanders. 	AETC ADLS <ul style="list-style-type: none"> • Reach 500,000 users and 150 courses Q4FY06 • Improved Report writing capability Q4FY06 • Upgraded help desk and software Q4FY07 • Interface with Object Repository Ph 1 Q4FY08 • Interface with Object Repository Ph 2 Q4FY09 • Upgrade hardware and software Q4FY10 • Interface with Object Repository Ph 3 Q4FY11 • Learning Management System Software refresh Q4FY12 DEAMS-AF <ul style="list-style-type: none"> • Award integrator contract Q2FY06 • Complete Blueprinting (Fit-Gap) Q3FY06 • Partial migration of ASIFICS Q1FY07 • Milestone A Q2FY07 • Milestone B Q2FY08 • Milestone C Q2FY09 • IOC Q2FY09 FIRST <ul style="list-style-type: none"> • Cost Modeling/Force structure interface Q4FY06 • Milestone C Q3FY07 • IOC Q4FY07 • FOC Q4FY10 FM SDM <ul style="list-style-type: none"> • Center of expertise IOC Q1FY06 • Financial Advisor Transformation (FAT) Realign ALO/FMA Q1FY06 • Financial Services Transformation: Stand up central processing center Q1FY08 • FAT Enhanced Financial Advisor Q4FY08 • Combat Comptroller Contingency Organization FOC Q4FY09 • Center of Expertise FOC Q4FY08 • FAT: Stand up contact center Q1FY09 	Stakeholder View S1.1 Wing Commander Feedback on Situational Awareness (e.g. perception of improvements in decision support). Process Effectiveness P1.1. Required competencies met within OS (shift from admin to advisor work) <ul style="list-style-type: none"> • Increase the percentage of self-service pay transactions vs. total pay transactions. • Decrease number of billets in clerical positions in DP. P2.1. OS Process Improvement Index for Timeliness, Quality and Predictability of Key OS Processes. <ul style="list-style-type: none"> • Timeliness: Reduce average number of days customer wait time from requisition to fulfillment; Reduce average number of days to close pay case. • Quality: Reduce critical/major defects accepted per aircraft; Reduce percentage of AF members without a completed VRed Form. • Predictability: Increase percentage of orders fulfilled by committed date; Increase percentage of deployed personnel receiving full 90 days notice of deployment.

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF5 (Continued) Focus on delivery of Commanders' resource management capabilities vs. low value-added transactional activity	<ul style="list-style-type: none"> • Move from direct on-base support to web-based and contact center based personnel and financial services. • Substantially reduce the manpower used in personnel and financial services. • Significantly enhance decision support to commanders. 	NAF-T <ul style="list-style-type: none"> • Interface with IBPS Q2FY06 • IOC Q3FY06 • Enterprise Portfolio Management Q2FY07 • Phase 1 Financial Q3FY09 • Phase 2 Retail Sales Modernization Q4FY10 • Phase 3 Supply Chain Mgmt Q4FY15 • Agile Combat Support Q4FY15 Pers Trans <ul style="list-style-type: none"> • PSD Active Duty Military (ADM) Capability Spiral 1 Q2FY06 • AF briefs DIMHRS Go Forward Assessment to DBSMC Q2FY06 • ADM Force Development Toolkit Q4FY06 	Stakeholder View S1.1 Wing Commander Feedback on Situational Awareness (e.g. perception of improvements in decision support). Process Effectiveness P1.1. Required competencies met within OS (shift from admin to advisor work) <ul style="list-style-type: none"> • Increase the percentage of self-service pay transactions vs. total pay transactions. • Decrease number of billets in clerical positions in DP. P2.1. OS Process Improvement Index for Timeliness, Quality and Predictability of Key OS Processes. <ul style="list-style-type: none"> • Timeliness: Reduce average number of days customer wait time from requisition to fulfillment; Reduce average number of days to close pay case. • Quality: Reduce critical/major defects accepted per aircraft; Reduce percentage of AF members without a completed VRed Form. • Predictability: Increase percentage of orders fulfilled by committed date; Increase percentage of deployed personnel receiving full 90 days notice of deployment.

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF6 Re-engineer, share service organizations, standardize processes, regionalize support & deliver services globally	Streamline key processes to minimize elapsed time and resources required, while improving quality.	<p>EBS (detailed content available on request)</p> <ul style="list-style-type: none"> • Q1FY06 Release • Q2FY06 Release • Q3FY06 Release • Q4FY06 Release • Q1FY07 Release • FOC Q4FY08 <p>Sourcing</p> <ul style="list-style-type: none"> • CARS (J001) replaced by FPDS-NG Q1FY07 • ACPS replaced by SPS v4.2.3 Q2FY08 • AFWAY upgrade to AFeBuy Q4FY08 • ConWrite replaced by SPS v4.2.3 Q1FY09 <p>DEAMS-AF</p> <ul style="list-style-type: none"> • Award integrator contract Q2FY06 • Complete Blueprinting (Fit-Gap) Q3FY06 • Partial migration of ASIFICS Q1FY07 • Milestone A Q2FY07 • Milestone B Q2FY08 • Milestone C Q2FY09 • IOC Q2FY09 <p>ELR</p> <ul style="list-style-type: none"> • Complete OS Value Stream Analysis Q2FY06 • Deployment Readiness IOC Q3FY06 • Deployment Readiness FOC Q3FY07 • Full Spectrum Threat Response IOC Q4FY06 • Full Spectrum Threat Response FOC Q4FY08 	<p>Process Effectiveness</p> <p>P2.1. OS Process Improvement Index for Timeliness, Quality and Predictability of Key OS Processes.</p> <ul style="list-style-type: none"> • Timeliness: Reduce average number of days customer wait time from requisition to fulfillment; Reduce average number of days to close pay case. • Quality: Reduce critical/major defects accepted per aircraft; Reduce percentage of AF members without a completed VRed Form. • Predictability: Increase percentage of orders fulfilled by committed date; Increase percentage of deployed personnel receiving full 90 days notice of deployment. <p>P3.1. Credibility Index</p> <ul style="list-style-type: none"> • Increase achievement of actual vs. planned results achieved by OS Modernization Initiatives <p>Resource Management</p> <p>R1.1. OS TOA as a % of AF TOA. Reduce the percentage of Operational Support TOA to AF TOA from 40-42% to a target to be determined.</p> <p>R2.1. Sharing of resources (e.g. systems, facilities, equipment, personnel).</p> <ul style="list-style-type: none"> • Reduce redundant activities in IT systems by 80% • Number of legacy systems terminated, planned vs. actual

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF6 (Continued) Re-engineer, share service organizations, standardize processes, regionalize support & deliver services globally Continued	Streamline key processes to minimize elapsed time and resources required, while improving quality	ECSS <ul style="list-style-type: none"> MS B Business process design: planning, blueprinting, gap analysis, pathfinder and baseline Q4FY08 MS C System configuration and demonstration, test and operational assessment Q4FY09 IOC Phased implementation, demonstration of end-to-end logistics chain. Operational testing and full rate production Q3FY11 FOC Successful global operation of global end-to end logistics chain Q4FY12 ETIMS <ul style="list-style-type: none"> Complete analysis of alternatives Q3FY05 Milestone B Q1FY06 Milestone C and IOC Q3FY06 Spiral 1 Deploy Q1FY07 Spiral 2 Requirements/Design Q2FY07 Spiral 2 Develop/Test/Deploy Q1FY09 Spiral 3 Requirements/Design Q3FY08 Spiral 3 Dev/Test/Deploy Q4FY09 FOC Q4FY09 NAF-T <ul style="list-style-type: none"> Interface with IBPS Q2FY06 IOC Q3FY06 Enterprise Portfolio Management Q2FY07 Phase 1 Financial Q3FY09 Phase 2 Retail Sales Modernization Q4FY10 Phase 3 Supply Chain Mgmt Q4FY15 Agile Combat Support Q4FY15 Pers Trans <ul style="list-style-type: none"> PSD Active Duty Military (ADM) Capability Spiral 1 Q2FY06 AF briefs DIMHRS Go Forward Assessment to DBSMC Q2FY06 ADM Force Development Toolkit Q4FY06 	Process Effectiveness P2.1. OS Process Improvement Index for Timeliness, Quality and Predictability of Key OS Processes. <ul style="list-style-type: none"> Timeliness: Reduce average number of days customer wait time from requisition to fulfillment; Reduce average number of days to close pay case. Quality: Reduce critical/major defects accepted per aircraft; Reduce percentage of AF members without a completed VRed Form. Predictability: Increase percentage of orders fulfilled by committed date; Increase percentage of deployed personnel receiving full 90 days notice of deployment. P3.1. Credibility Index <ul style="list-style-type: none"> Increase achievement of actual vs. planned results achieved by OS Modernization Initiatives Resource Management R1.1. OS TOA as a % of AF TOA. Reduce the percentage of Operational Support TOA to AF TOA from 40-42% to a target to be determined. R2.1. Sharing of resources (e.g. systems, facilities, equipment, personnel). <ul style="list-style-type: none"> Reduce redundant activities in IT systems by 80% Number of legacy systems terminated, planned vs. actual

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF7 Treat people as the most important resource (quality of life, quality of workplace, family housing)	<ul style="list-style-type: none"> • Institutionalize a standard (non-crisis) work week to 40 hours • Ensure our personnel are working and living in the safest possible environment • Ensure our personnel are working with institutionalized and drastically improved enterprise processes designed to save lives and minimize the loss of (damage to) valuable assets/resources 	AETC ADLS <ul style="list-style-type: none"> • Reach 500,000 users and 150 courses Q4FY06 • Improved Report writing capability Q4FY06 • Upgraded help desk and software Q4FY07 • Interface with Object Repository Ph 1 Q4FY08 • Interface with Object Repository Ph 2 Q4FY09 • Upgrade hardware and software Q4FY10 • Interface with Object Repository Ph 3 Q4FY11 • Learning Management System Software refresh Q4FY12 AFRISS <ul style="list-style-type: none"> • Automate GoANG.com/Live Chat Q3FY06 • Update/correct ANG user info/mgt tools Q3FY06 • Correct data mgt of chaplain applicants /MEPS, automate leads processing, Implement Cost Based Analyzer, Database upgrade and replication Q1FY07 • FOC Q1FY08 EESOH-MIS <ul style="list-style-type: none"> • V1.1 Hazmat FOC Q3FY05 • V1.2 Clean Up FOC Q2FY06 • V1.3 Hazardous Waste FOC Q4FY06 • V1.4 Air Quality, APIMS repl. FOC Q2FY07 ELR <ul style="list-style-type: none"> • Complete OS Value Stream Analysis Q2FY06 • Deployment Readiness IOC Q3FY06 • Deployment Readiness FOC Q3FY07 • Full Spectrum Threat Response IOC Q4FY06 • Full Spectrum Threat Response FOC Q4FY08 	Building for the Future B2.1. Selected questions from AF Quality of Life Survey to measure quality of life & respect of the individual.

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF7 (Continued) Treat people as the most important resource (quality of life, quality of workplace, family housing)	<ul style="list-style-type: none"> • Institutionalize a standard (non-crisis) work week to 40 hours • Ensure our personnel are working and living in the safest possible environment • Ensure our personnel are working with institutionalized and drastically improved enterprise processes designed to save lives and minimize the loss of (damage to) valuable assets/resources 	FM SDM <ul style="list-style-type: none"> • Center of expertise IOC Q1FY06 • Financial Advisor Transformation (FAT) Realign ALO/FMA Q1FY06 • Financial Services Transformation: Stand up central processing center Q1FY08 • FAT Enhanced Financial Advisor Q4FY08 • Combat Comptroller Contingency Organization FOC Q4FY09 • Center of Expertise FOC Q4FY 08 • FAT: Stand up contact center Q1FY09 Pers Trans <ul style="list-style-type: none"> • PSD Active Duty Military (ADM) Capability Spiral 1 Q2FY06 • AF briefs DIMHRS Go Forward Assessment to DBSMC Q2FY06 • ADM Force Development Toolkit Q4FY06 	Building for the Future B2.1. Selected questions from AF Quality of Life Survey to measure quality of life & respect of the individual.
AF8 Change culture to optimize performance of enterprise (Align goals & metrics to focus on enterprise performance, continuous improvement.)	Integrated and modernized AF Operational Support functions (combat support and business) deliver greater warfighter effectiveness and generate efficiencies	AFIR&I (full detail in FIAR Plan) <ul style="list-style-type: none"> • General Fund Cash & Monetary Assets assertion package Q2FY06 • Fixed Asset Accounting capability and AFAA review of capital lease reporting Q3FY06 • Military Equipment (ME) modified assertion package Q1FY07 • Audit ME baseline Q4FY07 • Audit Fund balance with Treasury Q1FY08 OSMP <ul style="list-style-type: none"> • Enterprise Metrics Definition Q2FY06 • CONOPS Integration Q2FY06 • Enterprise Portfolio Mgmt Q3FY06 • Integrated AF transformation portfolio Q1FY07 • Capabilities Based Budgeting Q2FY07 • Integrated Architecture v5 Q3FY07 • Doctrine Integration Q2FY07 • Integrated Re-engineering and Capabilities Risk Assessment Q3FY07 	Building for the Future B3.1 Change Management Tool to measure adoption of Operational Support enterprise view.

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF9 Instill more discipline and credibility in development and delivery of capabilities	<ul style="list-style-type: none"> Fully integrate financial and non-financial processes and systems into a CFO compliant environment Provide quality information for AF decision makers needed to effectively manage their resources. Improved accountability and transparency Clean audit 	AFIR&I (full detail in FIAR Plan) <ul style="list-style-type: none"> General Fund Cash & Monetary Assets assertion package Q2FY06 Fixed Asset Accounting capability and AFAA review of capital lease reporting Q3FY06 Military Equipment (ME) modified assertion package Q1FY07 Audit ME baseline Q4FY07 Audit Fund balance with Treasury Q1FY08 PM&O <ul style="list-style-type: none"> IRSS on NIPRNet Q4FY05 IRSS AFROCC, JROC integration Q2FY06 IRSS Workflow & Financial data import Q2FY08 SMART to Acquisition Portal Q1FY09 PRIDE to Acquisition Portal Q1FY09 Sourcing <ul style="list-style-type: none"> CARS (J001) replaced by FPDS-NG Q1FY07 ACPS replaced by SPS v4.2.3 Q2FY08 AFWAY upgrade to AFeBuy Q4FY08 ConWrite replaced by SPS v4.2.3 Q1FY09 ELR <ul style="list-style-type: none"> Complete OS Value Stream Analysis Q2FY06 Deployment Readiness IOC Q3FY06 Deployment Readiness FOC Q3FY07 Full Spectrum Threat Response IOC Q4FY06 Full Spectrum Threat Response FOC Q4FY08 FIRST <ul style="list-style-type: none"> Cost Modeling/Force structure interface Q4FY06 Milestone C Q3FY07 IOC Q4FY07 FOC Q4FY10 	Stakeholder View S2.1 Actual capabilities delivered vs. requested. Reduce deployment deficiencies from 8% to 0% Process Effectiveness P3.1 OS Credibility index <ul style="list-style-type: none"> Planned vs. actual results achieved by modernization initiatives. GAO report Building For The Future B1.1. Recapitalization <ul style="list-style-type: none"> Costs of 19 modernization initiatives as a percentage of Total Operational Support TOA equals less than 1% - monitor only - no target. B1.2. OSMP Execution Tracking: Milestones for the OS Modernization Initiatives. <ul style="list-style-type: none"> Increase the percentage of planned milestones achieved each quarter (Reduce the percentage of planned milestones deferred).

Priority	Targeted Outcomes	Milestones	Performance Metrics
AF9 (Continued) Instill more discipline and credibility in development and delivery of capabilities	<ul style="list-style-type: none"> Fully integrate financial and non-financial processes and systems into a CFO compliant environment Provide quality information for AF decision makers needed to effectively manage their resources. Improved accountability and transparency Clean audit 	NAF-T <ul style="list-style-type: none"> Interface with IBPS Q2FY06 IOC Q3FY06 Enterprise Portfolio Management Q2FY07 Phase 1 Financial Q3FY09 Phase 2 Retail Sales Modernization Q4FY10 Phase 3 Supply Chain Mgmt Q4FY15 Agile Combat Support Q4FY15 	Stakeholder View S2.1 Actual capabilities delivered vs. requested. Reduce deployment deficiencies from 8% to 0% Process Effectiveness P3.1 OS Credibility index <ul style="list-style-type: none"> Planned vs. actual results achieved by modernization initiatives. GAO report Building For The Future B1.1. Recapitalization <ul style="list-style-type: none"> Costs of 19 modernization initiatives as a percentage of Total Operational Support TOA equals less than 1% - monitor only - no target. B1.2. OSMP Execution Tracking: Milestones for the OS Modernization Initiatives. <ul style="list-style-type: none"> Increase the percentage of planned milestones achieved each quarter (Reduce the percentage of planned milestones deferred).

Table F3-5: Other Air Force Systems and Initiatives of Interest

System / Initiative	Acronym	Description / Purpose	Comment	Category
Global Combat Support Systems-Air Force	GCSS-AF	Provide the technical framework for information technology application hosting, common services, web services, data warehousing	Classified as infrastructure; this technical framework supports all transformation information technology.	Tier 1
Personnel Services Delivery	PSD	The PSD program will transform the way the AF delivers personnel services to the Total Force – active duty, guard, reserve, civilian, family members as well as retirees. The vision for future operations is achieved through “one-stop shopping” contact centers and web-based services. This enables delivery of personnel services anytime, anywhere, by leveraging technology for web services and providing access to expert advice via contact centers 24/7/365.	This initiative is part of the Pers Trans workbook	Tier 1
Regionalization of Civilian Personnel Support	RCPS	The IT portion of this program consists of multiple applications, including Interactive Voice Response (IVRS) and the Electronic Official Personnel Folder (PARIS), as well as business process changes. These applications have revolutionized AF personnel processes for over 150,000 civilian AF employees.	This system is part of the Pers Trans workbook	Tier 1
Depot Maintenance and Accounting System	DMAPS	DMAPS is an AF Materiel Command project to improve financial management, including cost visibility; improved depot maintenance processes; lower costs; and move towards CFO compliance.	This system is part of the ECSS workbook – see ECSS systems transition chart	Tier 1
Purchase Request Process System	PRPS	PRPS will enable a streamlined purchase request preparation process and support the paperless processing mandated by Clinger-Cohen and the DoD Reform Initiative Directive #46 – Paperless Contracting.	This system is part of the ECSS workbook – see ECSS systems transition chart.	Tier 2
Student Registration and Records System	SRRS	Transformation of the major command-level (AETC) for student records management.	This system will be evaluated as a potential AF-wide pilot	Tier 2
Scientific and Technical Information System	STES	Manage Scientific and Technical Information (STINFO) activity across all AF Major Commands; provide a single source for STINFO process instruction, federated data search and monitoring of Research and Development projects.	This system is being reviewed for Certification and is endorsed by Director, Defense Research Engineering; STES may integrate the EBS program in the future	Tier 2

Defense Logistics Agency Transformation Plan Tables

The Defense Logistic Agency's (DLA's) vision for the future is to dramatically improve warfighter support at a reduced cost through business process reengineering, workforce development, technology transformation, and organizational change.

DLA's approach to achieve the business transformation goals (identified in Table F4-1) is to replace its legacy business and systems environment with a new business model and organizational structure, supported by Commercial-off-the-Shelf (COTS) based Information Technology (IT).

Table F4-1: DLA Business Transformation Goals

Number	Goals
1	A robust customer-focused agency with world-class military service and warfighter partnering capabilities
2	A manager and integrator of the supply chains essential to the military readiness with world-class commercial supplier partnering capabilities
3	A single, fully integrated enterprise

DLA's priorities in meeting its transformational goals focus on its customers, internal processes, workforce, and resources as listed in Table F4-2.

Table F4-2: DLA Business Transformation Priorities

Number	Priorities
DLA1	Customers: Provide responsive, integrated best value supplies and services consistently to our customers.
DLA2	Internal Processes: Develop and institutionalize the internal processes required to deliver value-added logistics solutions to the warfighter.
DLA3	Workforce: Enable and empower to deliver and sustain logistics excellence.
DLA4	Resources: Manage DLA resources for best customer value.

Table F4-3: DLA Systems/ Initiatives Transformation Summary

System / Initiative	Supported Goals / Priorities	Business Capability Provided
Business Systems Modernization (BSM)	DLA1, DLA2, DLA3, DLA4	Net-centric; real-time E2E pipeline control; interoperable source data; availability of quality data; actionable information; rapid access to logistics information; rapid access to integrated operational view; requisition visibility
Business Systems Modernization – Energy (BSM-Energy)	DLA1 DLA2	Integrated cross-service logistics; COCOM decision support and visibility; full collaboration across the Services/DoD
Common Food Management System (CFMS)	DLA1 DLA2 DLA4	Information made available from the most discrete level of the Enterprise (dining facility) to planners and supply managers within the Services and DLA. Integrates subsistence supply chain by fielding one system to support the warfighter. Ensures interoperability of food management functions within and across each Service/DLA and provides a uniform interface to wholesale system. Ensures customer service by using best business practices and reengineering business processes
Customer Relationship Management (CRM)	DLA1 DLA2	Integrated cross-service logistics; COCOM decision support and visibility; full collaboration across the Services /DoD
DLA Integrated Data Environment (IDE)	DLA2 DLA3	Net-centric-support by metadata and logistics business rules: improved asset visibility supporting COCOM's; improved access to sources of Master Data Elements; access to DLA logistics transactional data; and accelerate common operational picture for warfighter
Distribution Planning and Management System (DPMS)	DLA1 DLA3 DLA4	Robust infrastructure for mobility; world-wide sustainment assets; force reconstitution; integrated distribution processes
Product Data Management Initiative (PDMI)	DLA2 DLA3	Flexible industrial base; tailored sustainment; precision tactical resupply; interoperability across Services; civilian collaboration; integration of EA, CLS, and host nation support
Pre-Planned Product Improvement (P3I)	DLA2	Net-centric; real-time E2E pipeline control; interoperable source data; availability of quality data; actionable information; rapid access to logistics information; rapid access to integrated operational view; requisition visibility, eProcurement functionality
Reutilization Modernization Program (RMP)	DLA2	Integrated cross-service logistics; COCOM decision support and visibility; full collaboration across the Services/DoD

Table F4-4: DLA Priorities with Targeted Outcomes, Milestones, and Metrics

Priority	Targeted Outcomes	Milestones	Performance Metrics
DLA1 Customers: Provide responsive, integrated best value supplies and services consistently to our customers	Improve customer satisfaction through effective customer relationship management	CRM <ul style="list-style-type: none"> • Milestone C Q2FY06 • IOC Q2FY06 P3I <ul style="list-style-type: none"> • Formalize Initiatives Q2FY06 CFMS <ul style="list-style-type: none"> • Milestone C Q3FY07 • IOC Q1FY07 PDMI <ul style="list-style-type: none"> • Milestone C Q3FY07 • IOC Q3FY07 RMP <ul style="list-style-type: none"> • Milestone C Q2FY07 • IOC Q3FY07 	Improve to 90% satisfaction
	Negotiate and successfully implement performance-based agreements with COCOMs	Performance-based agreements with COCOMs Q4FY07	Implemented agreements with 100% of COCOMs
DLA2 Internal Processes: Develop and institutionalize the internal processes required to deliver value-added logistics solutions to the warfighter	Complete the implementation of the Business System Modernization solution for Standard Automated Materiel Management System and Defense Integrated Subsistence Management System replacement	BSM <ul style="list-style-type: none"> • Release 2.2 FRPDR Q4FY06 • Release 2.2.1 Revise Medical Army Single Stock Fund functionality Q4FY06 • DPMS/BSM interface Q1FY06 	Net projected savings of \$252.7M in discounted dollars is achieved by the end of FY 16
	Provide a future architecture and reengineered business processes throughout DLA through the implementation of modernized business systems and initiatives	IDE IOC Q1FY06 BSM-Energy FOC Q3FY07 CFMS FOC FY11 CRM FOC FY08 IDE FOC FY11 DPMS FOC Q2FY07 PDMI FOC FY11 RMP FOC FY09	Implementation of systems and initiatives scheduled for completion by FY 11
DLA3 Workforce: Ensure our workforce is enabled and empowered to deliver and sustain logistics excellence	Identify and fill gaps between workforce competencies and the skills required to meet mission requirements	BSM Release 2.2.1 FOC Q1FY07 Identify/assess competencies for 50% of DLA positions Q4FY07	Fill gaps for 100% of DLA positions

Priority	Targeted Outcomes	Milestones	Performance Metrics
	Provide the training, experience and opportunity to succeed in new environment	BSM Release 2.2.1 FOC Q1FY07 DLA IDE FOC FY 11 PDMI FOC FY 11	Implementation of systems and initiatives scheduled for completion by FY 11
DLA4 Resources: Manage DLA resources for best customer value	Minimize total supply chain costs	Achieve savings by Q4FY 11 for BSM, CRM, DPMS and PDMI.	Listed systems and investments expected to yield savings of \$720M

Table F4-5: Other DLA Systems and Initiatives of Interest

System / Initiative	Acronym	Description / Purpose	Comment	Category
Distribution Standard System	DSS	DSS is a fully deployed core system that supports wholesale and retail distribution for DoD inventory control points, service maintenance depots, civil emergencies, and foreign military sales. DSS controls the storage, allocation, and movement of the Air Force, Navy, Army, Marine, some GSA and DLA inventories. The primary function of DSS is a warehousing and distribution system that provides visibility regarding quantity, condition, and location of assets including worldwide inventory status for selected items.	Contemporary system/initiative and not transformational	Tier 2

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United States Transportation Command Transformation Plan Tables

USTRANSCOM is the Combatant Command (COCOM) responsible for creating and implementing world-class global deployment and distribution solutions in support of the National Security Strategy. To accomplish this, USTRANSCOM's transformational vision is to change its orientation from a command that provides strategic transportation, to a command that develops and employs End-to-End (E2E) global transportation of forces and materiel distribution solutions to improve joint distribution capabilities for regional combatant commands and functional component warfighters.

The focus of USTRANSCOM transformation IT efforts is on developing a seamless process that will provide better visibility of supplies from their point of production to their ultimate destination of the warfighters in the field. USTRANSCOM is continuing to work with its national partners (Office of the Secretary of Defense organizations, Joint Staff, Combatant Commands, Services, Agencies, and other affected organizations) on priorities that support the transformation goals listed in Table F5-1.

The priorities in Table F5-2 will be fully supported by the Joint Deployment and Distribution IT Transition Plan that is required to be submitted in 2006. Currently, IDE/GTN convergence and DEAMS projects are aligned with these priorities.

Table F5-1: USTRANSCOM Business Transformation Goals

Number	Goals
1	Support the operational effectiveness of other Combatant Commands by providing expeditionary command and control capability for joint theater deployment and distribution; and by providing End-to-End (E2E) Total Asset Visibility (TAV) and In-Transit Visibility (ITV)
2	Improve decision cycle time by providing IT support that turns real-time data into actionable information
3	Promote across the Department of Defense (DoD), financial management processes and solutions that are Chief Financial Officer (CFO) Act compliant and improve financial management visibility
4	Optimize operational flexibility in E2E distribution through improved and standardized resources, processes, and systems

Table F5-2: USTRANSCOM Business Transformation Priorities

Number	Priorities
USTC1	E2E Priorities: <ul style="list-style-type: none"> • Improve our Command's ability to deploy joint theater logistics Command and Control (movements, distribution) • Improve asset visibility and enable smoother distribution processes by capitalizing on automated IT
USTC2	IT Priorities: <ul style="list-style-type: none"> • Maximize distribution effectiveness in support of the warfighter by providing optimized E2E Joint Deployment and Distribution IT capabilities
USTC3	Financial Priorities: <ul style="list-style-type: none"> • Develop financial IT systems that consolidate and replace legacy systems, are CFO compliant, and provide superior data control and accountability
USTC4	Execution Priorities: <ul style="list-style-type: none"> • Attain 100% TAV and ITV of all materiel and forces • Standardize aerial and surface port IT and communications capabilities

Table F5-3: USTRANSCOM Systems/ Initiatives Transformation Summary

System/Initiative	Supported Goals/Priorities	Business Capabilities Provided
Defense Enterprise Accounting Management System (DEAMS)	USTC1, USTC2, USTC3, USTC4	<p>Single system to provide:</p> <ul style="list-style-type: none"> • Accounting Classification Management, Transaction Control • General Ledger Account Definition, Accruals, Closing, and Consolidation, General Ledger Analysis and Reconciliation • Budget Preparation, Budget Formulation, Funds Allocation, Budget Execution, Funds Control • Payee Information Maintenance, Payment Warehousing, Payment Execution, Payment Confirmation and Follow-up • Customer Information Maintenance, Receivable Establishment, Debt Management, Collections and Offsets • Cost Setup and Accumulation, Cost Recognition, Cost Distribution, Working Capital and Revolving Fund • General Reporting, External Reporting, Internal Reporting, Ad Hoc Query

Table F5-4: USTRANSCOM Priorities with Targeted Outcomes, Milestones, and Metrics

Priority	Targeted Outcomes	Milestones	Performance Metrics
USTC1 E2E Priorities	Prioritized list of distribution system improvement opportunities.	DEAMS <ul style="list-style-type: none"> • Complete distribution process gap analysis Q1FY06 • Identify DOTMLPF changes Q4FY07 • Develop functional needs and solutions analyses Q4FY07 	[TBD]
	Joint Logistics (Distribution) Common Operating Picture JL(D)COP	<ul style="list-style-type: none"> • Business Case Analysis (BCA) for a Joint Logistics (Distribution) Common Operating Picture JL(D)COP: Q4FY06 	BCA complete; Reason: Adds PFM focus area to USTRANSCOM priorities table.
	Improved control of the Joint Deployment and Distribution enterprise	<ul style="list-style-type: none"> • Document a course of action (COA) for an ICD to implement the Joint Logistics (Distribution) Joint Integrating Concept Functional Analysis #2 (JL(D))JIC FSA#2) Q2FY06 	Complete COA Document
USTC2 IT Priorities	Business case for converging 2 systems into a common logistics information backbone.	DEAMS Analyze convergence opportunity for IDE and GTN Q3FY06	Business case 100% complete.
USTC3 Financial Priorities	Source selection for DEAMS program system integration	DEAMS Conclusion of selection Q2FY06	Source selection activities 100% complete.
	DEAMS Phase 1 Standard Financial Information Structure baseline	DEAMS Declare Phase 1 SFIS baseline Q2FY06	100% 62 Phase 1 SFIS base line elements established.
	Technology demonstration and operational test and evaluation of DEAMS capability	DEAMS <ul style="list-style-type: none"> • Increment 1 Milestone B Q1FY09 • Milestone C Q1FY10 • FDDR Q2FY10 	OSD declares accomplishment
	Transition to a single common financial management system for USAF and USTRANSCOM.	DEAMS <ul style="list-style-type: none"> • ASIFICS migration to DEAMS Q1FY09 • FMS, TFMS-M migration to DEAMS Q1FY10 	Successful OT&E of DEAMS Increment 2

Priority	Targeted Outcomes	Milestones	Performance Metrics
USTC3 Continued Financial Priorities	Core Financial System Management: Consists of all the processes necessary to maintain the financial system in a manner that is consistent with established financial management laws, regulations, and policy.	DEAMS <ul style="list-style-type: none"> • Implement at Scott AFB: Q1FY07 • Implement at USTRANSCOM component locations: Q4FY07 	100% CFO and Government Management Reform Act Compliant
	General Ledger Management: Central function of the core financial system; the highest level of summarization. Must maintain account balances by the accounting classification elements established in the Core Financial System Management function.		
	Funds Management: Ensures that funds are not obligated or disbursed in excess of those appropriated and/or authorized.	DEAMS <ul style="list-style-type: none"> • Implement at Scott AFB: Q1FY07 • Implement at USTRANSCOM component locations: Q4FY07 	100% CFO and Government Management Reform Act Compliant
	Payment Management: Provides for the accounting of commitments and obligations, and provides for receipt procedures and computes commercial vendor payments.		
	Receivable Management: Supports activities associated with recognizing and recording debts due to the Government; performs follow-up actions to collect on these debts, and records agency cash receipts.		
	Cost Management: Measures the total cost and revenue of federal programs, and their various elements, activities, and outputs. Essential for providing accurate program measurement information, performance measures, and financial statements with verifiable reporting of the cost of activities.		
	Reporting: Provides timely and useful financial information to support: management's fiduciary role; budget formulation and execution functions; fiscal management of program delivery and program decision making; and internal and external reporting requirements.		
USTC 4 Execution Priorities	Improved deployment and distribution: Provides each geographic combatant with a capability to synchronize and integrate the flow of inbound and outbound forces and materiel.	DEAMS <ul style="list-style-type: none"> • Publish JDDOC Template Edition 1 Q1FY06 • Publish JDDOC Template Edition 2 Q3FY06 • Begin codification of JDDOC through JCIDS Q3FY06 	Document published and distributed.

Table F5-5: Other USTRANSCOM Systems and Initiatives of Interest

System / Initiative	Acronym	Description / Purpose	Comment	Category
Analysis of Mobility Platform	AMP	The AMP is an end-to-end modeling and simulation environment to support programmatic analysis, exercises, wargames, planning, execution analysis, and peacetime operations. This will result in a highly organized approach to mobility modeling in a single environment and will be accessed on a single hardware platform.	This is a Defense Transportation System (DTS) modeling and simulation platform that has been approved for funding by the AT&L IRB in July 2005. It was recertified at the November 2005 AT&L IRB. This system is part of the Distribution Portfolio.	Tier 2
Corporate Applications	CA	Corporate Applications consist of financial, contracting, personnel, engineering, logistics, and other management applications.	This is a suite of DTS information management applications that are part of the Financial Management IRB. This system is part of the Distribution Portfolio.	Tier 2
Core Automated Maintenance System - For Mobility	CAMS-FM/G081	CAMS-FM/G081 is the central common source of all unclassified maintenance data for Mobility airlift aircraft. It accumulates, validates, processes, stores, and makes accessible to Air Force and AMC managers the data necessary to keep AMC assigned and gained aircraft combat-ready.	This is a DTS information management system that has been approved for funding by the AT&L IRB in July 2005. This system is part of the Distribution Portfolio.	Tier 2
Defense Personal Property System	DPS	DPS is a next generation personal property shipment system. DPS will replace the Transportation Operational Personal Property Standard System (TOPS).	This is a DTS information management system that has been approved for funding by the AT&L IRB in July 2005. This system is part of the Distribution Portfolio.	Tier 2
Global Air Transportation Execution System	GATES	GATES develops a fully integrated transportation system for AMC to support USTRANSCOM's defense transportation system 2010 and DoD's ITV integration plan requirements. Supports DoD passenger reservations and worldwide aerial port management and manifesting for intermodal (air/ground) transportation operations.	This is a DTS information management system that has been approved for funding by the AT&L IRB in July 2005. This system is part of the Distribution Portfolio.	Tier 2

System / Initiative	Acronym	Description / Purpose	Comment	Category
Integrated Booking System	IBS	The IBS is the lead execution system of the DTS for the global shipment of ocean cargo in support of all wars, major contingencies, and humanitarian relief operations where our military forces are deployed. The IBS consists of the following modules: Carrier Analysis and Rate Evaluation II (CARE II), Requirements Forecasting and Rate Evaluation (RF-RAM), IBS Prime (Unit, Sustainment, and Cargo Management), Commercial Sealift Solutions (CSS), Ocean Carrier Interface (OCI), Web Vessel Schedule, One-Time-Only, and electronic Shipper System (eSS) Modules.	This is a DTS information management system that has been approved for funding by the AT&L IRB in July 2005. This system is part of the Distribution Portfolio.	Tier 2
Intelligent Road/Rail Information Server	IRRIS	The IRRIS provides a single point of interface for spatial ocean/surface movement control and detailed transportation infrastructure information.	This is a DTS information management system that has been approved for funding by the AT&L IRB in July 2005. This system is part of the Distribution Portfolio.	Tier 2
Joint Flow and Analysis System for Transportation	JFAST	JFAST is a user-friendly analysis tool that quickly determines transportation feasibility. Regional CINCs and USTRANSCOM employ JFAST to analyze the transportation requirements for the execution of operations, Crisis Action Plans, OPLANs, CONPLAN with Time Phased Force Deployment Data (TPFDD), Course of Action development, "what-if" scenarios, and exercises.	This is a DTS information management system that has been approved for funding by the AT&L IRB in July 2005. It was recertified at the November 2005 AT&L IRB. This system is part of the Distribution Portfolio.	Tier 2
Worldwide Ports System	WPS	WPS is a LAN-based automated information system that supports water port operations for DOD Common User cargo and force deployments by providing cargo management, documentation, and accountability to water port and regional commanders while providing In-Transit Visibility to higher echelons.	This is a DTS information management system that has been approved for funding by the AT&L IRB in July 2005. This system is part of the Distribution Portfolio.	Tier 2

Defense Finance and Accounting Service Transformation Plan Tables

The Defense Finance and Accounting Service (DFAS) is the largest finance and accounting operation in the world. DFAS is responsible for ensuring accurate records are kept for the over \$400 billion that DoD spends annually. The transformation vision of the Defense Finance and Accounting Service (DFAS) is to enable the warfighter through excellence in our finance and accounting operations. Our major business lines include paying people, paying vendors, and accounting for financial events. In order to maintain the drive toward higher quality and lower costs, the DFAS transformation strategy applies technology and standard processes and systems to optimize performance. The strategy also includes creating a High Performing Organization (HPO) to streamline our business processes and operate more effectively and efficiently. The Base Realignment and Closure (BRAC) actions will offer DFAS the opportunity to reduce costs additionally by reducing its infrastructure.

Defense Finance and Accounting Service's (DFAS) transformation goal is to produce higher quality products and services at lower costs, allowing more dollars to be directly applied to the DoD warfighting mission.

Table F6-1: DFAS Business Transformation Goals

Specific transformation goals of DFAS are to:

Number	Goals
1	Deliver error-free pay services on time
2	Provide business intelligence that supports better operational resource allocation and decision making
3	Establish and maintain a partnership with our customers to anticipate needs and deploy integrated solutions that enhance financial management capabilities across the DoD Enterprise
4	Attract, develop and retain a first-rate work force with the skills, agility and motivation necessary to achieve the DFAS mission

DFAS has identified the priorities shown in Table F6-2 to meet these goals.

Table F6-2: DFAS Business Transformation Priorities

Number	Priorities
DFAS1	Reduce the number of urgent military pay problems
DFAS2	Improve financial performance by automating manual processes and eliminating redundancies
DFAS3	Expand Electronic Commerce (EC) capabilities

Table F6-3: DFAS Systems/ Initiatives Transformation Summary

System / Initiative	Supported Goals/Priorities	Business Capability Provided
Electronic Commerce/ Electronic Data Interchange (EC/EDI)	DFAS2	<ul style="list-style-type: none">• Real-time access• Seamless, paperless electronic processing• Standard process
DFAS Disbursing High Performance Organization (DDHPO)	DFAS2	<ul style="list-style-type: none">• Electronic processing• Standardized disbursing process

Table F6-4: DFAS Priorities with Targeted Outcomes, Milestones, and Metrics

Priority	Targeted Outcomes	Milestones	Performance Metrics
DFAS1 Reduce the number of urgent military pay problems	Improve Military Pay Support	<ul style="list-style-type: none"> Complete Military Payment Improvement Plan Q2FY06 	
	Upgrade DJMS	Next steps to support DJMS: <ul style="list-style-type: none"> Lift brown-out of DJMS and reinstate Configuration Control Board Q3FY06 Train and deploy WIA Tiger Teams to key field finance offices Q2FY06 Implement DJMS enhancements Q4FY07 	Reduce manual workarounds (metric to be defined after completion of Cost Benefit Analysis)
DFAS2 Improve financial performance by automating manual processes and eliminating redundant systems	Reduce manual processing of hard copy documents from vendors (for Army)	Deploy Army WAWF as part of EC Q4FY06	Increase number of electronic invoices received by 25% for FY06
	Reduce number of hard copy pay requests from vendors (for all Components)	Deploy Army WAWF as part of EC Q4FY06 EDA and VAS FOC Q4FY06	Increase the number of electronic invoices received by 10% for FY06
	Improve disbursing services	DDHPO SRD I conversion to ADS: <ul style="list-style-type: none"> DFAS KC Q4FY06 DFAS CO Q1FY07 DFAS IN Q4FY07 CDS conversion to ADS Q4FY08	Reduce number of disbursing systems from three to one
	Completion of disbursing transformation	DDHPO ADS FOC Q4FY08	Reduce FTEs in support of DFAS disbursing operations by approximately 35% against the September 2003 baseline
DFAS3 Expand Electronic Commerce (EC) Capabilities	Expand imaging (EDA and VAS) to additional sites	EDA and VAS FOC Q4FY06 Deploy EDA and VAS to DFAS-CO Q2FY06	Decrease the number of sites maintaining hard copy files
	Reduce customer bills	Deploy Army WAWF as part of EC Q4FY06	Decrease in customer bills by 5% for FY06
	Reduce redundant data entry by use of single source of entry	Implement DFAS EC/EDI Strategic Plan Q4FY06	Reduce interest penalty payments by 40% (from FY01 level of \$35M to \$21M) Reduce or maintain number of unmatched disbursements from Yr End 2004 Balance

Table F6-5: Other DFAS Systems and Initiatives of Interest

System / Initiative	Acronym	Description / Purpose	Comment	Category
Defense Civilian Pay System	DCPS	DCPS is the standard payroll system for DoD and DFAS is one of four ePayroll providers	Enterprise solution for civilian pay has not been determined	Tier 2
Defense Retiree and Annuitant Pay System	DRAS	Pay system for all military retirees and annuitants	Full scale business case review is being conducted to determine the solution for delivering retired and annuitant pay	Tier 2
Marine Corps Total Force System	MCTFS	Integrated personnel and pay database for Active Duty and Reserve Marine Corps.	Migration is dependent upon DIMHRS FOC	Tier 2
Milpay Systems Transition Program Office	MSTPO	Program support for DIMHRS development	MSTPO is the office established to define pay requirements for DIMHRS and is not a system	N/A
MYPAY	MYPAY	Electronic and paperless means to self-service payroll account information to military member and civilian employees	Enterprise or core solution has yet to be determined	Tier 2
Standard Accounting and Reporting System	STARS	General fund accounting and reporting system for Navy, Marine Corps, Air Force and Defense Agencies	Dependent upon enterprise solution (Navy ERP)	Tier 2